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COMMUNITY DEVELOPMENT IN COWORKING SPACES

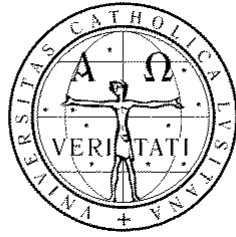
Dissertation submitted to Universidade Católica Portuguesa to
obtain a Master's Degree in Communication Sciences with the
Specialization in Organization and Leadership

By

Simone Franke

Universidade Católica Portuguesa

November 2020



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Faculty of Human Sciences

Under the supervision of Mariana Victorino

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Abstract

Due to factors of a changing, multinational labour market and the pandemic situation, shared and mobile offices are more requested than ever before. We set out to explore Lisbon's coworking-communities, as well as the most beneficial resources available to foster and support flexible work practices worldwide.

The goals of this research are: 1) to seek a clear definition of coworking and networks; 2) to understand the role of social capital, collaboration, and organizational leadership within coworking communities; 3) to identify community factors, motivations, and user preferences that allow business leaders and customers to make more suitable decisions regarding their unique contexts.

Therefore the topic has been approached from a broad to a narrow perspective, which includes social, network, and leadership theories from Bourdieu (1986) Putnam (1993; 1995), Latour (1996; 2005; 2007), and Goleman (2000; 2004), as well as recent coworking studies like Gandini (2015), Weijs-Perrée et al. (2019), Orel & Dvoulety (2020). After considering case-study examples, key findings were made to discover the motivations and tools from the professionals at CW facilities. Based on the identified opportunities, suggestions were made to develop their communities and social performances. Considering the diverse background of scientific possibilities, the empirical part belongs to the field of interpretivism, containing a mixed-method methodology: A survey of 102 Lisbon's co-workers has been conducted, followed by semi-structured expert interviews of 9 community leading roles. Factors of collaborative networks, innovation, and leadership structures stood out as the focus of the work. The results should generate useful and credible outcomes in order to uncover new opportunities for communities' implementation. Discovered member preferences can be seen as a contribution of already applied theories and knowledge of the *status quo* in Lisbon. Prioritizing a set of working & environmental assets, for example professional networking, and the identification of different member-types represents an extension to proceeded case studies like Back & Josef (2016), Fuzi (2015), or Kyrö & Arto (2015). Because its outcome could not be analysed concerning CW-locations specifically, it also proposes challenges and opportunities for future research.

Keywords: *coworking; community development; networks; collaboration; organizational leadership*

Resumo

Um mercado de trabalho multinacional em mutação, aliado à situações de pandemia atual levou a que os espaços de escritórios móveis e partilhados fossem mais procurados que nunca. To explore Lisbon's coworking (CW) communities to find out the most beneficial resources to develop them should support flexible work practices worldwide.

Com esta investigação propusemo-nos a explorar as comunidades de Coworking (CW) de Lisboa para descobrir quais os recursos mais benéficos para as desenvolver e para apoiar práticas de trabalho flexível em todo o mundo. Os objetivos desta pesquisa são: 1) procurar uma definição clara de Coworking e redes; 2) compreender o papel do capital social, da colaboração e da liderança organizacional dentro das comunidades de Coworking; 3) identificar fatores comunitários, motivações e preferências dos utilizadores que permitam aos líderes empresariais e clientes tomar as decisões mais adequadas aos seus contextos únicos.

Assim, o tema foi abordado partindo de uma perspetiva mais ampla para uma perspetiva mais específica, que inclui teorias sociais, de rede e de liderança de autores como Bourdieu (1986), Putnam (1993; 1995), Latour (1996; 2005) e Goleman (2000;2004), bem como estudos recentes sobre Coworking de Gandini (2015), Weijs-Perrée et al. (2019), Orel & Dvoulety (2020) entre outros. Após analisar exemplos de estudos de caso, descobriram-se as principais motivações e ferramentas dos profissionais que trabalham nestes locais hibridizados. Com base nas oportunidades identificadas, foram desenvolvidas sugestões para desenvolver comunidades de Coworking e as suas performances sociais. Após considerar a diversidade das possibilidades de abordagem científica, definiu-se que a parte empírica se insere no campo do interpretivismo, utilizando uma metodologia mista: foi realizado um inquérito a 102 profissionais de CW de Lisboa, seguido de entrevistas semiestruturadas a especialistas - 9 anfitriões e/ou gestores comunitários. Os conceitos de redes colaborativas, inovação e estruturas de liderança destacaram-se como sendo o foco do trabalho. Com a informação obtida pretende-se chegar a resultados úteis e credíveis, que permitam descobrir novas oportunidades para implementação nos espaços comunitários. A identificação de motivações e preferências dos utilizadores pode ser vista como uma contribuição para as teorias já aplicadas e como extensão dos estudos de casos como os apresentados por Back & Josef (2016), Fuzi (2015), ou Kyrö & Arto (2015). Uma vez que os resultados não podem ser analisados especificamente no que diz respeito a instalações de CW, ficam lançadas as bases para futuras investigações.

Palavras-chave: *Coworking; desenvolvimento de comunidades; redes; colaboração; liderança organizacional*

Dedication

I dedicate this dissertation
to my parents Ulrike Franke and Raimund Franke.

Thank you for allowing me to grow every day, for loving me, and for helping me with your strong mindsets.

Acknowledgements

The following research was carried out within my thesis's scope in the Master's degree in Communication Science at the University Católica of Lisbon. Working on it has been an exciting time that helped me develop my path as a professional. I owe a debt of gratitude to many people for making this possible.

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Special thanks go to the whole Cowork Community Resvés, its founder Manuel António Mesquita, and the community manager Mariana Nepomuceno, for their always stimulating support of the research process and real-life experiences.

I also thank my closest friends and family for maintaining my enthusiasm. I am immensely grateful to them.

Statement of original authorship

I declare that the information contained in this dissertation is the result of my own work. Where the work and research has been used, published or unpublished, full acknowledgments according to the academic convention used in *Universidade Católica Portuguesa* have been given. I also hereby declare that this thesis has not been presented or published before.

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I. INTRODUCTION

1.1 Background and Justification

“Enjoy a sociable way of working in a communal workspace, with flexible options so you’ll only ever pay for what you use”¹ – These and similar statements are given by coworking² (CW) and serviced office providers who promise customers a professional and shared work environment. The rise of CW spaces and their diffusion all over the world can be noticed online and offline. Online, because of the high number of providers and user applications; offline because of transformed practices and meanings of work – “CW has become a commonplace within a labour market” (Gandini, 2015: 193). Besides that, the emergence of CW seems to encourage new ways of nomadic or mobile work-life, which support freelancers³, start-ups⁴ and companies to extend their networks within flexible working hours and locations. Additionally, pandemic situations like *Covid-19*⁵ showed that the debate around ‘remote work⁶’ is of high importance.

Studies of *Deskmag*⁷, for example, uncovered the profitability of CW facilities and, in the same way, cities like Lisbon profit from the possibilities the individual labour market came across with these “new ways of working [that] inevitably set new requirements for modern workspaces” (Kyrö & Artto, 2015: 431). Their interconnected network capacities often appear with aspects described as “assisted serendipity” (Back & Josef, 2016), “creative tourism” (Putra & Agirachman, 2006), or “plug’n play” (Schürman, 2014). Due to the individual or collective success stories, an increasing amount of business leaders became interested in implementing CW within their organizations (Deskmag, 2020, Global Coworking Survey Results 2018). Nevertheless, not all concepts provide aspects which promote a creative environment that support entrepreneurship and development, such as interaction, collaboration,

¹ Regus (2020). (https://www.regus.pt/en-pt/workspace/portugal/lisbon?gclid=CjwKCAiAg9rxBRADEiwAxKDTuqiF0lMSIENl_suHEWzcvlMEewC5Q62EA6zvBcPA9UbGcg8JwUR90xoCLfkQAvD_BwE&gclsrc=aw.ds)

² This term will be shortened in the following work with the initials “CW.” Further explanation in 2.3.

³ The expression “freelancer” describes a person who acts independently or pursues a profession without a long-term commitment or affiliation to any one employer. (<https://www.merriam-webster.com/dictionary/freelance>).

⁴ The expression “start-up” describes in the following a starting of “fledgling business enterprise” to describe a specific state and size of a company that is in comparison to established business enterprises small. (<https://www.merriam-webster.com/dictionary/start-up>).

⁵ The coronavirus disease Covid-19 is an infectious disease with mainly respiratory system symptoms for that no specific vaccines or treatments are available yet. (WHO, 2020).

⁶ With this terms is meant work outside the traditional enterprise office, for example from home etc.

⁷ *Deskmag* is an online magazine about coworking, its people and spaces (<http://www.deskmag.com/>).

and networking (Fuzi et al., 2015: 2). The implemented methodologies⁸ to manage shared working environments face the need for suitable communication procedures⁹ and network tools. Companies and coworking environments need to be accompanied to achieve desired benefits within their community development Back & Josef (2016: 10). However, this presents three challenges:

The concept of CW is vague, and the definition of CW remains too diverse. Therefore, oftentimes managers and freelancers are unsure which model and community of CW they are looking for or aim to implement.

Furthermore, a few resources present the different factors of a community – or networks in general – that led to collaborative work forms or even their own ‘collaboration culture’. Additionally, the user preferences and their motivations regarding being part of a coworking community are rarely analysed. More often, studies have been chosen to look at this field from an economic perspective, rather than consider social factors that led to their developments. However, social capital as a resource (Sisiäinen, 2000) and organizational leadership are deeply linked, and often forgotten factors when it comes to performance and innovation. (Almasi et al., 2018).

These challenges result in the need for 1) a clear definition of CW and networks; 2) an understanding of the role of social capital, collaboration, and organizational leadership regarding CW communities; 3) the identification of the community factors and user preferences that allow business leaders and freelancers to make informed decisions when choosing a CW environment that suits to their unique context. This will guide them to make more informed decisions about the various “memberships”¹⁰ and the implementation of community activities. From an academic perspective, this research needs to understand the role of social resources, interaction, and collaboration for society and which factors are important for working communities and networks in general. Additionally, it appears important to identify organizational forms of learning environments and how CW communities as a phenomenon are managed. Gaining knowledge in this research field allows community development and optimization in the future.

⁸ The term “methodology“ will be used as defined in Merriam-Webster Dictionary: “a set of methods, rules or ideas that are important in a science or art: a particular procedure or set of procedures” (<http://www.merriam-webster.com/dictionary/methodology>).

⁹ The term “procedure“ will be used as defined in Merriam-Webster Dictionary: “a series of actions that are done in a certain way or order; an established or accepted way of doing something” (<http://www.merriam-webster.com/dictionary/procedure>).

¹⁰ The state or status of being a member which signifies a relation between an element of the set or class, e.g. an user contract with defined rules, and the class itself. (<https://www.merriam-webster.com/dictionary/membership>)

Out of a personal perspective, this research is based on curiosity about social interactions and progress. As a researcher, I was set up by myself in a community of Lisbon's CW-landscape. I am curious about the different types of communities and their memberships. Does the community influence work behaviour? Do specific activities or environmental factors make a difference regarding the employees' performances? Can the innovation outcome be led? Understanding the host and the facility managers' role and their view about their implemented services and community activities will be one of the main objectives.

In summary, this dissertation aims to explore CW communities, against the background of network theory knowledge, to provide the most beneficial resources for their development.

1.2 Research goals & objectives

To plan the empirical part of this work, a research object and its objectives need to be defined. Because this dissertation discusses “community development in CW-spaces,” shared workplaces and their communities can be defined as the research object. Communities will be assumed as networks. Therefore, it is essential to clarify the concept and term ‘co-working’ against this background.

The main research goal is to understand how CW communities can be developed to add value to their users. This significate not only individual but also collective outcome expressed as ‘innovation’. The following objectives for the researcher occurred:

Firstly, to understand how communities are organized as networks.

Second, to understand which factors are essential to develop a CW-community.

In theory, the relationship between social capital and collaboration has to be explained. To investigate how they could foster innovation and examine general processes of establishing meaning within organizational leadership are the main objectives.

In practice, Lisbon will shift into focus. The overall objective will be to outline the benefits and challenges of its urban agglomeration. Therefore, the empirical part will investigate existent CW-communities, evaluate members’ opinions, and understand motivations and preferences. This should include the measurement of activity participation and satisfaction and insights on how individuals perceive their co-workers. Because these results might underlie specific community norms, an additional objective can be defined: To collect experts’ knowledge and to investigate insights of leading community roles.

On the one hand, this work contributes to the development of already existing theories, on the other hand, the results should generate useful and credible outcomes to discover opportunities for implementing new community activities and leadership roles.

1.3 Research Question and Derivation

To guide the process of exploring CW-communities and their developments, the following research question was comprised:

Assuming that CW-communities are networks, what role do social capital and collaboration play and what factors foster them?

A few additional research questions will guide the process of exploring this research.

The sub-questions include:

2.1 How to define co-working?

2.2 How to foster innovation through organizational leadership in CW communities?

2.3 What motivations and preferences have CW-community members in Lisbon?

These questions guide and explore possibilities in implementing activities and leadership structures in CW-communities while subsequently reflecting on user preferences and motivations for the different types of community members. Since the available literature does not provide clear answers that align with all international results, this research project sets out to expand on the existing body of knowledge by exploring “Lisbon’s Co-working landscape”.

1.4 Scientific Positioning

The field of Communication Studies offers a broad range of areas and a varied array of communicational phenomena. Although *corporate communication*¹¹ as a management function offers an overall framework “for the effective coordination of all internal and external communication” (Cornelissen 2013: 5) the focus of this dissertation will lay on *internal communication*. This includes traditional constructivist theories in its framework, for example, society organization & leadership, social capital, and communication network theories. Their broad range of terms and definitions must be diminished and selected because not all of them fit empirical studies of the more recent analysed phenomenon ‘coworking.’ Especially *actor-network theories* that are often based on cybernetic studies must be considered carefully. However, also social psychological and leadership studies are a good fit to analyse CW-communities and their relations. This can be justified with the belief that this dissertation is positioned within the sociocultural tradition, which is built largely through “symbolic codes and media of communication” (Craig, 1999: 144). In the author’s view, communication and culture mutually shape each other and their conditions when implementing communication structures.

Respecting these points and the diversity of previous outlined research goals, this work positioned as an interdisciplinary approach. To gain knowledge, exploratory research took place. Together with the author’s embedded personal experience as a researcher, the dissertation operates in the field of *interpretivism*¹² This contains the hermeneutic philosophy of understanding and interpretation, e.g., by investigating different opinions or fields of studies.

¹¹ The framework, covering internal and external processes, has the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent. (Cornelissen 2013: 5)

¹² An interpretivist approach is based on a naturalistic approach of data collection, such as interviews and observations, and tries to understand or interpret its research objects. (<https://research-methodology.net/research-philosophy/interpretivism/>)

1.5 Conceptual grounding

To write this dissertation, the author engaged in an extensive review of the literature relating to social communities and organizational forms. In doing so, relatively few research articles addressing the phenomenon of co-working communities in specific exist and even fewer that focused explicitly on their development. Therefore, a table listing the research relating to co-working in general, sorted out components that may be relevant for the community. By sorting in this manner, theoretical frameworks were used to research community development in CW environments and ensured an interdisciplinarity perspective, which could provide additional insights (Repko, 2008). Through this process, patterns indicating three major disciplines addressing CW-communities in academia were examined:

- Communication studies – drawn from anthropological and social theories
- Sociology and leadership studies
- Case studies, and adult education.

One of the main aspects were brought forward by a substantial case study conducted by the University St. Gallen and its researchers Back & Josef (2016; 2018) and helped find the starting point of the dissertations research. Some more authors could shed light on limitations and possibilities to explore the field of community development, e.g., Gandini (2015) and Orel & Dvoulety (2020). However, the overall network and communication studies built the foundation for further research on *social capital*, *collaboration*, and *leadership*¹³ concepts.

Bourdieu (1986) and Putnam (1993; 1995) were essential to understanding how value and meaning are negotiated in society by social practices – Siisiäinen (2000) investigated a useful comparison of their two concept-displays regarding social capital. Additionally, Bruno Latour (1996; 2005; 2007) can be seen as the most supportive author in this field because he addresses within *ANT*¹⁴ social network environments on a structural level, which can be transferred to the phenomenon of CW. Its social and sociological components, analysed by Weijs-Perrée et al. (2019), were central in order to understand how their communities can best enrich their environments. A first attempt to reflect on these debates has been the work of Waters-Lynch

¹³ Concepts related to Achor (2012), Goleman (2000; 2004), or Sinek (2009) that try to prove how different styles of leadership, such as related to soft skills and other personal traits, can affect organizational forms.

¹⁴ *ANT* established as short form for Actor-Network-Theory which is not only researched also by other communication scientists. However, Bruno Latour's ANT was developed in the 1980s together with the sociologist Michel Callon, firstly to explore science and tech-innovations. 1987 the author first published its theory.

(2018) who researched CW practices in Melbourne, and which is considered, according to *The Coworking Library*, as one of the most recent research when it comes to CW community development in urban infrastructures.

1.6 Methodological Options and Research Design

As outlined above, the following research allows us to have a broad perspective to explore related topics such as innovation and leadership. On the one hand, this work contributes to the development of already existing theories, on the other hand, the results should generate useful and credible outcomes to discover opportunities for implementing new community activities and leadership roles. To gain knowledge for this exploratory research, an interdisciplinary approach must be organized.

Because of the strong social component, this work is aligned with the authors' Marshall & Rossman (1995: 11-12), who stated that qualitative methods allow better identification and description of complex social problems within their inconsistencies and conflicts as well as help to find "natural" solutions in situations experiments would be unethical. Strauss & Corbin (1990) share this opinion and point out the importance of non-statistical or quantitative research, especially when it comes to "organizational functioning, social movements, or interactional relationships" (pp. 17-19). CW-spaces can be seen as an example of three types of research that benefit, according to Marshall & Rossman (1995: 43) from pursuing qualitative methods:

- Research that delves deep into complexities and processes
- Research on little known phenomena or innovative systems
- Research on real, as opposed to stated, organizational goals

Therefore, given the object of research and the interpretivist positioning, a qualitative methodology fits better when conducting and evaluating data of community phenomena (Victorino, 2015). However, also a quantitative method is possible, depending on the amount and use of primary data. Because more recent literature has suggested that there can be significant discrepancies in what CW-providers, like Regus or founders, and co-working users perceive as valuable (Seo et al. 2017), motivations and preferences of community members should be recorded and compared to find most common 'membership traits' as well as to reduce the complexity of the phenomenon.

This approach would be grounded on theoretical insights provided by the literature review. However, the major part of the data analysis refers to "everyday situations" of the researched social group what Miles & Huberman (1994) describe further as an "intense and prolonged contact with a field or life organization" (pp. 5-6) To follow the authors approach in-dept or a participant observation could have been done for two reasons: Firstly, the researcher's goal is

to gain a ‘holistic’ (systematic, encompassing, integrated) overview of the context under study which would be aimed by conducting a survey and/or interviews in the co-working environment or via *Intranet*¹⁵. Second, the researcher could attempt to capture data from a local/inner standpoint, resulting in a more empathic understanding and perception. After weighing up all presented options, it was decided to proceed with a mixed-method as a favourable option. How quantitative and qualitative research tools will be presented in the empirical research (III).

¹⁵ This term describes an organizational or business-internal, closed IT-network that offers its users an application- and communication-platform (Gabriel, Gabler Banklexikon, 2020)

1.7 Limitations

Limitations already were shown at an early stage of this work: Because of the *Covid-19* crisis, a CW-community as a single and unique research object could not be chosen. The closure of facilities, health restrictions, and the physical absence of the communities led to the actual and more broad decision.

As other researchers have pointed out, the fact that CW communities are difficult to grasp makes it questionable whether an interview-based research design makes it possible to truly gain insights about the topic since interviewees¹⁶ may have different perceptions and interpretations of the concept CW and community development. How Carlgren et al. (2016) pointed out, the likelihood of interviewees having different perceptions of what CW communities are, leads to the danger of potentially comparing 'apples and pears'. This limitation was overcome by asking all interviewees to explain what the term community means to them and define 'co-working'. This way, it was possible to take all answers into account when analysing and comparing, despite having different concepts.

As mentioned in part 1.3, communication problems arise because of gaps across space and time or due to technological change and problems in its infrastructure: On one hand, globalization allows us to have more diversity that positively influences working environments and possibilities. On the other hand, it brings competition and a higher risk of communication failure (Almasi et al., 2018). Therefore, a challenging part of this dissertation is achieving a valuable outcome for both sides: Members and CW facilitators/experts. In theory, a first try to reflect on heterogeneous and homogenous learning environments is given. However, also, a set of measurement tools must be chosen. It became certain that a rational approach to measuring human social components on a structural level is not enough to get insight.

Additionally, the assumption that interactive activities result automatically in innovation can be identified as a risky and premature conclusion. The number of community members and experts analysed must be representative. Virtual and real/physical factors had to be considered at the same time. It showed up that due to *Covid-19* and the general fluctuation (the rate of entry and exit-rate) of the CW-users, the provided research time was not enough. Also, data rights made it more complicated because personal data and characteristics could not be used without individual agreement.

¹⁶ At this point, all participants via survey or in-debt interview were meant to be included to achieve comparable results.

As a result, a theoretical approach was made to understand CW-communities as networks on a structural level while focusing on its specific phenomenon and increasing popularity. Due to academic and personal interest of the author, a major part of the research and empirical work was conducted in Lisbon, Portugal¹⁷. However, it was mainly asked about motivations and preferences than about the characteristics of current CW-locations. The relation between the responses' current situation and their preferences could not be analysed and may influence the hypothetical. Because this work concentrates on social factors and community as a network, functional and financial aspects (renting contracts, etc.) were less considered. For future studies, questionnaires could be more differentiated or separately provided for focused groups. Last, the positional perspective of this research may influence the approach of this environment. Interests, not positions, must stand up.

¹⁷ Furthermore this geographic focus will be named 'Lisbon's Co-working landscape' to imply its complexity for which this work will create, metaphorically, a legend.

II. CONCEPTUAL FRAMEWORK

To respect the research questions, the following conceptual map can be developed from the bigger picture of the social components to the specific geographical landscape in which community development was researched and could take place:

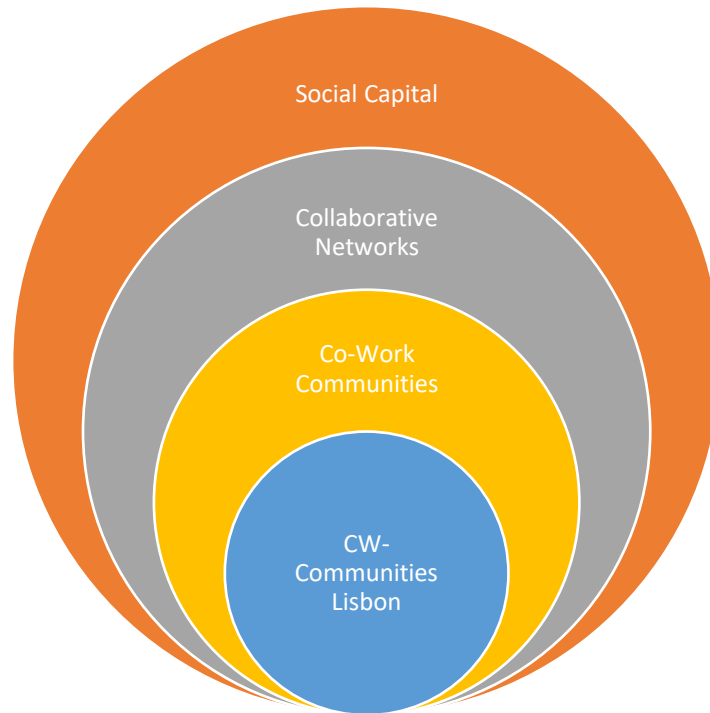


Figure 1: Conceptual framework

2.1 The Role of Social Capital

When developing communities, we need more than economic, physical, and human capital. Social capital must be considered, especially when it comes to needs like information, education, innovation, and creativity. (Almasi et al., 2018) By the Cambridge Dictionary, it is described as “the value of the relationships between people who work or live together and the knowledge and skills that they have and share” (p. 155). Others consider it as ability (Ports), process (Collier), or define it by its function – the reason why all scholarships point out major elements that combine psychological indicators with behavioural networks, e.g., community participation, friendship, or neighbourhood.

Nevertheless, two authors should be mentioned in connection with these studies since no one else has dealt so intensively with the meaning: Pierre Bourdieu and Robert Putnam, both applying social capital to their opinions on civil society problems, follow two opposing sociological traditions. (Siisiäinen, 2000)

The original concept of social capital goes back to Bourdieu, who stated his thesis in the 1970s and early 1980s. It is deeply connected to his ideas about societies' classification, in which he identified three dimensions: economic, cultural, and social capital. These resources become socially effective and are empowered by the mediation of another form of capital, which he calls "symbolic capital." When social positions try to advance with their interests having conflicts, according to Siisiäinen (2000) "trust as a potential component of symbolic capital can be exploited in the practice of symbolic power and exchange." (p. 2) Putnam (1995) elevated this thought later on and incorporated the term 'social values' into his three components for the result of a well-functioning system – the successful accumulation of social capital or, as he described it as: "interconnected networks of trust" (p. 14) He was convinced that the activity of a civic community with its forms of participation was a major factor behind the success of societies institutions. Trust, collaboration, mutual assistance, and vertical organization among authorities were realized as a key to the community's fertility. Considering trust as social ability, it is important to mention that the author taught about a trust that is "generalized," which means that actors are doing something good in general, not because they expect something from another interactor in return. Translated into nowadays, this serves the idea of "*community sense*"¹⁸.

That this kind of 'brave behaviour' is difficult to achieve was already stated by Luhmann (1998; 1991) in his texts when he talked about reciprocity and that every network needs to have that risk/ failure to develop further differentiations. However, if we focus like Putnam (1993) on a good outcome, trust can create voluntary associations that influence social interactions. (pp. 163-185). The opposite of a "non-civic community" (Siisiäinen, 2000: 6) would be "distrust, breaking the norms [...] isolation, disorder, and stagnation. In resume it can be stated that trust and collective activity, named as "facilitated communication" improves and serves a culture of collaboration. However, Putnam neglects voluntary associations' vertical dimension, which means reduced in its complex meaning: no action without motivation. At this point, and in contrast to Putnam, Bourdieu (1986) can explain the power situation. In his approach, each actor is engaged in a struggle to pursue their interests: habitus and conflict. In his explanation,

¹⁸ This significates a common or mutual (outspoken or not) agreement of a group of people about certain ideas, values or visions, preferably in a long term.

“habitus is a set of dispositions, reflexes, and forms of behaviour people acquire through acting in society” (p. 19). Nevertheless, what can be defined as an actor, and in which social fields they operate?

Siisiäinen (2000) states, that all forms of capital are “core factors that define positions and possibilities of various actors in any field” (p. 12), operating with individual profiles and controlled by them. Nevertheless, Bourdieu’s most important outtake might be the notice that social capital has two components: The connectivity with group membership and social networks and its symbolic character based on mutual cognition and recognition. These “original” opinions align with recent studies when authors like Almasi et al. (2018) point out the importance of social capital, which overcomes even the economic one. Because “without [it], the optimal use of other capital is not possible” (p. 154).

To create a functional society system, it seems undeniable that parties of different interests work hand in hand. Especially when it comes to establishing organizational forms of work, social resources in a constant process of translation (symbolic capital) are indispensable for the economic dimension. The conjunction cycles of growth and regression bond on the dynamics of interaction within their social values (e.g., trust and empathy) are recognized as self-evident. Voluntary associations, trade unions, political parties, and other communities are modern examples of social capital embodiments with a facilitated communication that forms, including all authors’ opinions, through social interactions, habitus, and conflict. How this ‘culture of collaboration’ looks?

2.2 Collaboration and networks

As mentioned in 2.1.1, the economic, social, and symbolic “profit” that follows from belonging to the association or community establishes a concrete base for the growth of solidarity and performance. (Siisiäinen, 2000). In practice, this signifies a certain level of interaction in an organization. Mattessich & Monsey (1992) record that “collaboration [reduces] individual expenses in planning, research, training, and other development in the early stage of a new initiative” (p. 10). Can this be valid not only for individuals but also for collective initiatives? Where are the differences in cooperation and coordination established?

2.2.1 Factors of collaboration

First, a working definition of its term should be defined. I suggest the dynamic one from the authors Mattessich & Monsey (1992):

“Collaboration is a [...] well-defined relationship entered by two or more organizations [with] a commitment to a definition or mutual relationship [...; goals; responsibility; authority; accountability for success;] and sharing of resources and rewards” (p. 11)

In communication studies, authors like Latour (1987; 2005), with its *ANT* are convinced, in an early stage, that collaboration benefits the synergies of agents to enhance processes and overcome obstacles. To understand the logic of Latour, it is important to outline that it is not only human positions that constitute society with their actions and interactions. Although he assigns a decisive role to technology in creating and developing social orders, he does not do so in the sense of his own understanding of the subject. “The power of technology”¹⁹ be regarded merely as a technically mediated power of subjects over subjects.

Nevertheless, certain factors could be found out that influence the success of the human collaboration. Summarized into six categories, these provide a first hint in which areas the empirical research could lay on so that “people who want to initiate or enhance collaborative effort can benefit” from this work. (Mattessich & Monsey, 1992)

Through a broad and interdisciplinary scope, 133 studies were examined and screened, 18 valid, and relevant studies reviewed by the researchers. *Environmental; Membership;*

¹⁹ The author completely rejects the term “technology” as a generic term and only allows it as an attribute. He presents an agent model, which understands human and technical entities as actants, which in turn are composed of a variety of components.

Process/Structure; Communication; Purpose and Resources are the key findings for the effectiveness of collaboration. However, they must be considered whole because they rely on each other (Mattessich & Monsey, 1992). But how?

A deeper look into communication science research could answer this question. Bruno Latour explored during the 80- and 90s the question of how humans and artifacts interact as actors and how an action is generated via the hybrid actor as part of a complex network. The two words “net” and “work” already indicate that the phenomenon “co-working -community” is not that far from its definition. For Latour, *technical mediation*²⁰ as a transformation or translation process becomes important in interactions, similar to the establishment of symbolic capital in 2.1.1. The actors themselves are part of their own stakeholder networks, which is why, in the end, no clearly defined demarcations can be drawn in between the terms. A corrective attempt is made by the scientist himself who introduced the terms of “quasi-object” or “quasi-subject.” They should make it possible to express a transitional state better since they do not occupy, provided by the constitution, the position of things not that of subjects.²¹

Going back to Mattessich & Monsey (1992), it can be mentioned that the optimal *environment* contains likely some tradition that enables the collaborative group members’ trust within the process. Simultaneously, it appeared outstanding that important *membership characteristics* are next to trust, mutual understanding, and respect. Realizable, this seems by representatives of certain groups that cross-section and have a personal drive to collaborate anyway.

Before referring explicitly to the mechanisms of collaboration and power, the question arises as to its *structure*: *Struction* appears to the philosopher Jean-Luc-Nancy as one of the key concepts if the basis and nature of a network need to be described in detail. “Struction” (from the lat. “struo” – to accumulate; to pile; to cluster...) primarily refers to an “unassembled totality” or “unassembled quantity” which in the sense of a simple co-presence does not require a principle of coordination (Hörl, 2011: 25-35). However, compared to simple cooperation in which no specific planning and communication roles are established, its complexity increases towards coordinated projects and collaboration. New organizational structures and labour roles constitute a formal division of labour, and many “levels” of communication need to be respected. Because whereas the process and structure with its flexibility need to be analysed

²⁰ In his theory, this is a matter of translating action programs as technical mediation that causes them to shift. As a rule, this refers to the objectives and intentions of human actors and technical actors’ functions.

²¹ However, critics say that everything seems negotiable in Latour’s redefinition of the political, and “power issues” are not sufficiently clarified.

individually, communication is an important category. Open and frequent communication and the flexibility in the tone (Is the conversation formal/informal...) need to give in.

On a primary level, *purpose and resources* define a successful collaboration. Purpose, for example, is to share visions or objectives as helpful, but not as important as the resources for funds or conveners themselves. The same possibilities must be given to everyone – like in a democratic network – to reinforce the first, environmental and membership-factors, that enact collaborative partners' legitimacy. Resources (and rewards) make one of the main factors that distinguish it from other similar practices. Resources are pooled jointly secured, and the products are shared (Mattessich & Monsey, 1992: 43).

All these factors result in an organizational structure in which members are more committed to each other, share common norms and values, often work for the same mission by providing their own individual resources and reputation. Although the risk of failure is bigger than more formal relationships like cooperation and coordination, its culture promises a sustainable and innovation outcome (Mattessich & Monsey, 1992: 43).

In recent studies about changing work-culture, these network capacities often appear with the aspect described as “assisted serendipity”, which appears in conjunction with co-work communities (Back & Josef, 2016). Nevertheless, before focusing on the phenomenon of CW-communities, an attempt is made to understand networks better.

2.2.2 Collaborative networks

According to Paulitz (2005), net structures are understood as intelligent, central, and, therefore, with an omnipresent facticity that explains the networked world. Concerning each other and their actors, they are regarded as a suitable or experiential system which by nature (e.g., the net of a spider) can cope with complexity once transferred into the techno sphere (maps, roads, rails...). The network's importance is not necessarily to be found in the collective but its connectivity. It is a network of interactions that can also be called a communications network. Nowadays, these exist in various types – but of special relevance are collaborative networks. (Paulitz, 2005). Therefore, scientists suggest acknowledging these largely autonomous, geographically distributed but connected entities as a discipline *per se*. The conviction validates this that the business and scientific world's challenges can be managed by their "highly integrated supply chains, virtual organizations, enterprises, and communities. (Camarinha Matos & Afsarmanesh, 2004: 439). Like Back & Josef (2016: 10) already pointed out, the aspect of connectivity can be seen as a connection to a community that promotes indirectly

random discoveries. According to this view, we may assume that CW-communities can be seen as part of a collaborative network that brings advantages regarding competitive business opportunities or better described as innovation potential. Therefore, society is in need to consolidate and synthesize existing knowledge (Camarinha Matos & Afsarmanesh, 2004: 440). Instead of tracking the process of the establishment of a new scientific discipline, it would be more interesting for this work to look at the individual manifestation or variants of CN (communities?) that have emerged regarding CW.

According to the model of Camarinha Matos & Afsarmanesh (2004), every CW community is set up in a "breeding environment" of collaborative networked organizations that operate at least like a virtual organization (VO) that is temporary and goal-oriented. Depending on its members' amount and professionalism, it can also be considered a professional virtual community (PVC) that creates value. Agreed is on "principles of operation and interoperable infrastructures" (p. 442). This is defined by its environment, which is decisively determined by the composition of its entities. Because this dissertation is focused on people and social factors in larger amounts, it is assumed that all CW-communities represent virtual communities, even if technical platforms and internal tools were not considered.²² Which social conception or network of professionals creates the most value?

2.2.3 Learning environments

"Knowledge is always someone's knowledge" (Wheatley 1991: 13)

Loyens & Gijbels (2008) tried to understand the effects of constructivist learning environments – how people create meaning, which can be defined and embodied in many ways. This can be considered as an important approach because

“social network analyses can reveal much about the character of social relations, but they do not in themselves explain the processes [neither practices] by which individuals subjectively identify with an abstracted collective entity beyond the network of personal ties” (Waters-Lynch, 2018, p. 66-67).

Talking about shared heuristics introduce the theory of *Social Learning* which tries to explain learned behaviours²³. Theory found out that it is less about internalising stable constructions

²² This can be supported by the fact that the term 'virtual community' was in the 1990s introduced into the sociological lexicon (Rheingold 1993; 2000).

²³ Waters-Lynch (2018: 70-72), who tried to find a link to community practice, adapted the former concept of Wenger (1998) and Sadler (2014) for its own research goal to explain community practice.

of meaning than participating within a community, in which identity and social relationships are constantly negotiated.



Figure 2: Theoretical components of social learning (Adapted from: Waters-Lynch, 2018 after Wenger, 1998)

Meaning, Practice, Community and Identity build a required set of actors with which communities build their practices of creating meaning – virtual or in real space. On the one hand, these are individual cognitive processes; on the other hand, collective social co-construction that stresses the collaborative processes in knowledge building. The environment influences knowledge acquisition based on “problem-based learning,” but it is mainly cooperative learning through negotiation and interaction. (Loyens & Gijbels, 2008: 352).

For the practices of these learning environments further elements have been proposed by several authors: Mutual engagement, Joint enterprise and shared repertoire are suggested by Waters-Lynch (2018: 70) , Loyens & Gijbels (2008: 352) highlight the process of self-regulation, which is, according to the authors, an umbrella term for goal setting, and to plan, monitor, and evaluate activities which is inevitable to understand and improve educational effects. Another keyword in the discussion of community development or learning environments and its community practices, is creativity.

Fuzi (2015) described it as “the ability to come up with new ideas,” which is inevitable in management as well as in science when it comes to enhancing organizations and employees (p. 2). Access to knowledge and tools stood out, as well as “the interaction with people from diverse backgrounds.” To communicate freely and collaborate with people from different disciplines builds the ground for innovation potential (FuziapudKakko, 2009). However, it is mentioned

as “still difficult to create such spaces” mainly because from a company’s perspective. There are rare common spaces for creative activities. Therefore the authors suggest joining “local co-working spaces to meet new people and form new collaborations or set up a co-working space inside the research organisation itself” (p.3). Today CW-spaces are commonly perceived as hybridized workspaces, although they might not always be the optimal space to work. The first CW space C-Base in Berlin (Germany) created in 1995 was described as a “hackerspace” and, consequently, the opposite: hosting a predominantly homogenous community (Orel & Douvléty, 2020: 13). These smaller ‘niche communities’ ²⁴are classified as goal-oriented (profitable or non-profitable) based on their users’ developments. The same profession or temporary established workplaces around an event or exhibition could be an example. However, it is unclear (and would probably need another dissertation’s scope) the ‘perfect mix.’ *NOW_Beato* in Lisbon points out: “We are keen on individuals, not collectives”. To understand how working networks have pushed knowledge exchange and social learning, then, following the term “co(-)working” itself has to be catechized.

²⁴ Additionally also Waters-Lynch’s (2018) concept of micro-amenities can be applied that describes the interplay of small communities with entrepreneurial potential in urban agglomeration.

2.3 Cowork Communities

2.3.1 The emerge of Coworking

In 2005, the computer programmer Brad Neuberg rented the facility Spiral Muse in San Francisco that operated back then as a feminist collective his ‘open source’ concept Coworking was born. He described it on his blog as “solution” and “office of a traditional corporate job, but in a unique way” (Neuberg 2005). His solution is to regain freedom and control over society’s dilemma to choose between a 9 to 5 job in a traditional office with a fixed community and structure and working from home suffering loneliness and bad habits. Although the term was introduced first in 2005, it has been a long history in space, including many contradictions about what can be a “Cowork” and what can be described as *Cowork practices* (Waters-Lynch, 2018). Coworking is usually more than access to space and facilities - it is a complex social phenomenon. A Coworking place is often identified as a transition from *jelly*.²⁵ Jelly is described as a casual working event or gathering where people gather in a particular place, usually a coffee shop or someone’s home (Jackson, 2014). However, it appears confusing to include all forms of flexible workplaces available in the concept of Coworking. They are emerging as several types – from an alternative work scenario, a substitute for a corporate office, or an alternative room for co-creation with externals and stakeholders that seem to address different target groups. This dissertation, however, will focus on the third category: The Coworking Space.

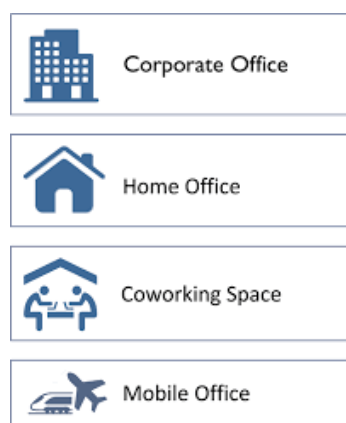


Figure 3: Alternative work scenarios (Adapted from: Josef & Back, 2016 after Amstutz & Schwehr, 2014)

²⁵ Pioneered in NYC and ,the hub ‘in London, this movement was invented parallel to Coworking in 2005. Similar experiments in Europe were Vienna’s Schraubfabrik or Denmark’s LYNfabriikken (cf. Waters-Lynch, 2018).

Incubator hubs were often not considered because they are a specific, mostly publicly funded, type of multi-tenant office that supports start-up enterprises.

CW- environments are predominant in urban metropolises, for example, London, Lisbon, or Berlin, and were often described as *third places*²⁶. In its evolution, work-communities are spheres where social and productive activities co-exist. Until today, these are predominantly occupied with ‘non-standard’ workers who are mainly solo-self-employed (freelancers) or entrepreneurs in an early stage (Waters-Lynch, 2018: 48).

According to *Deskmag’s*²⁷ global coworking survey there are approximately 18.900 spaces and 1.690.000 Coworkers worldwide (2018), the theory of social capital can be found embedded in these structures of communitarian relationships.

2.3.2 The problem about the term

From an academic perspective ‘*Co(-)working*’ is a relatively new research area, despite scholars' growing interest and attention. However, it turns out difficult because more than one existing definition and its terms are used interchangeably (Gandini, 2015: 195). Its main values are currently manifested as:

A simple community idea where ‘independent professionals and those with workplace flexibility work better together than they can do alone’. Community building, sustainability, and the agreement to uphold a set of values forth by the movement’s founder are central ground. To avoid loneliness, interaction and sharing should be the key for a better way of work.

(Co-Working Manifesto, 2020).

Spinuzzi (2012) introduced its academic term primarily as a ‘co-presence’ supporting knowledge exchange in ‘inter-organizational and cross-disciplinary collaborations’ Coworkers were meant to work ‘on their own, just side by side’ (Fost, 2008) or ‘alone together’ (Spinuzzi, 2012). According to the authors Back & Josef (2018), who analysed the phenomenon CW from companies perspective:

²⁶ This term was first coined by sociologist Ray Oldenburg (1989, p.14) to refer to meeting places between domestic homes and productive workplaces. However, third places like cafes, bookstores, etc. offer a social atmosphere based on a community.

²⁷ ‘Deskmag’ is a coworking magazine based in Berlin that does periodic research studies and evaluations about its social phenomenon.

“Coworking spaces are neutral places, owned and operated by a private or legal entity, where affiliated and unaffiliated professionals work side by side or in collaboration. The spaces are used by individuals, teams or other cross-organisational groups, during a specific project phase or for an unlimited period, in addition to other work scenarios or exclusively”

What has shown off as an important finding is that although they seem to have the same values in the first place, they do not all serve the same market needs. What has tried to grasp is that CW appearances are, in principle, not business-oriented. They are “hybrid infrastructures of interaction” (Gandini, 2015) or “Begegnungsorte” (Josef & Back, 2016) that can connect technologies, spaces, and people. Alessandro Gandini (2015: 193-205) argues about the self-proclaimed “CW movement,” the constant expectation of being a new model of work in the context of the collaborative and sharing economy is connoted. This “third way of working” brings the researcher back to its roots (Neuberg, 2005), where the confusion about its term started. Originally it was coined *coworking* without a hyphen to indicate the practice of working individually in a shared environment (p. 195). It meant to be to differentiate it from *coworking* (with a hyphen), which indicates working closely together on a piece of work (Gandini *apud* Fost, 2008)

Despite the variety of all CW terms, sharing the same values could ground collaborative environments to develop new production opportunities. It could be agreed on partially, for now, that this takes place in neutral/non-hierarchical situations. An accessible, open, and sustainable community might be the most common purpose for facilitators. Its essence can be found in a “networked mode of organization” (Gandini, 2015: 199), which loose modality is located between interactive structures such as cooperation, collaboration, or competition.

2.3.3 Relevance of Cowork-Communities

“Whether it’s asking for real time feedback on a product or service, asking for a recommendation or simply drinking a beer after work [;] the power of our community is invaluable” (IDEA, 2020).

This quotation of Lisbon’s CW-space Idea Hub supports the significant element that characterizes CW-spaces and their communities’ relevance. According to Gandini (2015), an open-source approach intended as a collaborative practice seeks to establish communitarian social relations (Reed, 2007).

Etymologically the English word has roots in the Latin word *communis* and signifies “things held in common” (OED, 2015).²⁸ Because this signifies the physical or cognitive unity of individuals that develop their own dynamics, also virtual communities²⁹ can be considered.

Having a look at most CW places could become a challenge to “co-work”. Flexible work arrangements might increase personal control over schedule and work environment but there are also negative aspects of this individual freedom. Blurred lines between social and professional life and other social imbalances might become a relevant factor (Orel & Dvoulety, 2020: 10).

Nevertheless, CW-spaces facilitate positive effects on building communities because the complex socio-economic scene is based upon networked dynamics of interaction, which gives access to profit from resources and possibilities to and through their members. (Gandini, 2015: 199). Fuzi (2015) confirms this by saying that “originally, the term ‘co-working space’ refers to a new shared working environment for freelancers and other location-independent professionals who became tired of the isolation of their home offices ... “ (p. 2). ‘Common areas’ like a shared kitchen, etc. as example give room for informal interactions and construct a sense of community at work which tackles the recently addressed problem of “modern knowledge workers” that has emerged as “*the big business of loneliness*³⁰” (Orel & Dvoulety, 2020: 10).

Because next to the opportunity for knowledge exchange – tacit or explicit – there is a human need for community. We are social animals with a need for security, which can build trust relationships among groups. According to Almasi et al. (2018), there can be found differentiation between at least three types of trust (p. 5)

- Trust of relatives and relatives e.g. of a community to family members, relatives, ...
- Social trust among individuals e.g. towards each other and the community
- Institutional trust e.g. perceived feelings towards institutions, professions, ...

²⁸ A difficulty concerning scientific research is that the term is used almost inflationary in its variety of forms. It can refer to groups who physically share a place, and to groups that subjectively build an identity (academic community). Therefore the researcher suggest to agree on a definition that relates to social relations which knit in local interactions, but also in mediating, more impersonal, larger urban communities. This concept was introduced, for example, under the term *Gemeinschaft* shifting within *Gesellschaft*. (Tonnies 1887).

²⁹ This term was introduced in the 1990s to the sociological lexicon to draft social relations online. (Rheingold, 1993).

³⁰ This term relates to Laura Entis article that outlined the facilitation of human connection with its investments and infrastructure and asked in the body for the meaning of human interaction (Entis, 2019).

As already mentioned in 2.1.1., without trust and other collaboration features, social capital could not manifest. There would be no effects of enhancement, indicated as an economic return (e.g., a higher salary) and social independence (e.g., relationships). Especially throughout the last century, the need for community in interpersonal interaction and collaborative involvement in working processes gained significance. The evolution to open office environments started after the change to work automatization in the 19th century and aligns with transforming the population that migrates from industrial work sectors to administratively-centred office spaces (Orel & Dvoulety, 2020: 11). In the emergence of these professional social interactions, which are simultaneously physical and digital, they respond to the necessities. Communities can reterritorialize nomad working practices (Gandini, 2015: 201) and profit from international or intercultural experiences. In addition to that, support and self-confirmation might be part of the reciprocal process. Therefore, users belong to a community that has been established as a ‘social contract’ that can also be described as membership – purchased or not. Not only because of re-creating social capital and the human need for relations, but we also need to build communities. Research turned out that social structures in CW-environments are far more important than “funky design features.” We see a constant effort in giving workers a sense of individual autonomy that is still linked to a sense of collaboration. (FastCompanyapudSpreizer, 2016). On the one hand, socialization can be not forced, but on the other hand, all co-workers become “members” that constantly shape their environment to improve working conditions. An additional argument works the other way around. When users get the experience to escape the competition, they can finally shape themselves because they have less internal competition. However, the following chapter sets in motion, it is not easy to build a community with common sense and assisted serendipity through interaction collaboration.

2.3.4 Cowork-communities in Practice

According to Gandini (2015), through repetition and change, “habitus” – a ritual practice that is established within social interactions and space – can be built. Before going deeper into the social features, it is essential to understand that “the community” itself is just one of the five values that have been identified by Josef & Back (2018). *Community, Openness, Collaboration, Sustainability, and Accessibility* have been respected by most coworking spaces, depending on the type-specific stood out more (p. 16). In Lisbon, most providers offer more than one location to work. Cowork companies have multiple locations so that professionals have the flexibility to work from any location. Low rental prices and flexible rental contracts are attractive and align with the nomad mentality to

work “anytime, anywhere” (Chen & Nath, 2005). Nevertheless, they promote themselves as ‘membership communities’ (Spinuzzi 2012; Gandini 2015) in which different memberships or passes are offered. Being part of a shared environment signifies almost selling parts of its own availability because with being a ‘member,’ not only service is purchased, common community expectations and values are incorporated. These are facilitated in ‘organic forms of coordination’ and social networks that foster professional collaboration with other members. (Waters-Lynch, 2018). Materials like whiteboards, phonebooths, and kitchen equipment are just a few named assets. Design choices often make the difference and contrast practices celebrated creativity and novelty over routine and predictability (Waters-Lynch, 2018: 53).

Because of users’ diversity and fluctuations that try to take advantage of shared workplaces, user preferences should be analysed as one of the development aspects. Weijs-Perrée et al. (2019) tried to find out through CW-space characteristics representing their users’ motivations. Related to building up a community following its features can be found in their identified multi-tenant office factors (p. 536):

- Location
- Office exterior and division
- Services
- Office leisure
- Information and communication technology
- Office climate

Nevertheless, individual differences like gender, age, and profession can influence preferences and therefore mislead these categories with their often mentioned factors: accessibility (including tools and resources), flexibility and leasing contacts. Therefore it might make more sense to focus additionally on the general motivations of a heterogeneous environment. Complementary skills are within sharing common sense important and emerging productivity. According to case studies, this could be achieved through social events or tasks with community participation, leading to a creative community. In specific “collaboration with co-workers”; “feeling part of a community,”; interaction, social or professional support, sharing ideas and knowledge” were named as parts of the main study results.

It could be outlined that facilities, in combination with services and social tasks that require participation, have the potential to bring co-workers together, which makes a difference to a multi-tenant office without a community approach (Weijs-Perrée, 2019). Additionally, it stood out in the researched samples that not many users were aware that, next to building up a physical

and digital network, it is needed to be engaged in collaborations with peers and facility hosts, which goes further than a “reception satisfactory.”

2.3.5 Development and Innovation

One of the main aspects evolves, according to Gandini (2015), from non-hierarchical situations “*Culturepreneurs*” (p. 198) that represent a non-competitive and socialized philosophy of work, are an essential part of the engine. Networking practices within their profession cause a fluid aggregation of multifunctional knowledge and pertains to the digital economy. However, not to forget that competitive structures are necessary to build symbolic value and norms for the use of social capital.

Indeed, innovation plays an increasingly important role in modern business, and many organizations strive to be innovative. Even though the topic of design has been studied comprehensively for the past 40 years, there are no clear answers to the question of when development becomes innovation (Amabile, 1988; Serrat, 2017). As already outlined in point 2.2.1, collaboration led not only to a consistent and meaningful workflow it also enables accidental discoveries. Unfortunately, this is one of the points where leading studies (Josef & Back, 2016) end because overall innovation measurements were hard to find. While the concept of “assisted serendipity”³¹ can be validated for the CW space in general, the researchers specified its social components towards “creative collaboration” (p.10), which could be a starting point for further research. However, innovation through collaboration³² is a common theme, according to Waters-Lynch (2018: 62), and is often promoted as the goal of many coworking spaces that want to contribute to creating meaningful economic work.

Next to the link to the concept of innovation, the mental and social process – fuelled by conscious or unconscious insight – is also linked to CW hosts and facilitators that lead pace and co-work within it. Even better if they co-work, which means that leaders are involved in community projects. According to Serrat (2017: 904), the successful exploitation of new ideas is the profitable outcome of the creative process, which involves generating and applying specific context products, services, procedures, and desirable and viable techniques. To understand this, more research had to be done regarding the meaning and organization of work.

³¹ his concept convinces that innovation potential can behold and new ideas provoked by planned interior and human interaction.

³² Also discussed with the term of micro amenities (Waters-Lynch, 2018, p. 62).

2.4 Organisation & Leadership

“In today’s fast-paced world, organizations are working to achieve organizational and economic goals and use different patterns and methods to survive and gain a new competitive advantage in order to avoid falling and downturns and the dangers of rapid environmental change.”

(Almasi et al., 2018)

CW-communities can be organized in many ways. They can be differentiated from an open access/public environment, a facilitator, host, or specific community manager. What could be outlined in part 2.3 is that there is a need for organizational/hierarchy-structures, even if they tend to be flat. To link this with ideas found in theory, it can be mentioned what Almasi et al. (2018) found out: social capital and organizational leadership go hand in hand for their improvement. Although many consider social capital as an “invaluable organizational resource, organizational initiatives [are an] important tool for measuring performance” (p. 3) for their environments.

Organizational leadership significate an organizational commitment to sustained growth and development that can be achieved through specific conditions. It is a culture that is negotiated individually and belongs to an internal and external business environment. Nevertheless, different “leadership styles” can be observed when it comes to change and development. According to Achor (2012), a transformative approach has an advantage compared to a transactional leadership style. Because of its specific decision-making process, its factors were usually found in correlation with colleagues’ outcomes and satisfaction (p. 22). As a ‘leadership tool’ it seems to have the highest potential to be useful when it comes to facilitators and hosts which have the responsibility to ‘lead’ or are assigned to create a stimulating working environment that allows interaction, networking, and collaboration between the community members (Fuzi, 2015). Bass (1999, pp. 9-10) mentions that the concept of being a transformational leader³³ goes behind directing and participating. It significates a higher moral commitment to inspire and intellectually stimulating a community. However, when it comes to establishing a ‘common sense,’ higher work ethic, and to foster collaboration in a shared workplace, organizational leadership has its standpoint. Corresponding to the ideas of 2.3.3. To grow communities, more in-depth insight into what values and user preferences ground is necessary. The CW-space *NOW_Beato*, for example, gives a few interesting statements on their website that let overthink the often predominant division between work-related attitudes like

³³ Initially, this concept has been introduced by Burns in 1978.

engagement or commitment on the one hand, and on the other the personal/individual perspective: “We don’t believe in managing communities. You are the community.

We nurture it the only way it can be done: taking part of it. “

This is a hint that society’s expectations create a gap between the public and the personal realm, which can be destructive, especially for self-employees. Also, it is rarely acknowledged that leadership qualities can destroy working meaning as well.

According to the study of Bailey & Madden (2016) about what makes work meaningful declared “unexpected features” (p. 3) stood out. *Self-transcendence* – when work matters more to others than to themselves or in general the relevance of it – *poignant feelings* – pressure in a good or bad way that leads to life changes—contrasting *episodic and sustained work* experiences. A few more stood out when their study showed deadly signs that disconnect people from supportive relationships (like co-workers) or their values. Instead, it is suggested to “cultivate an organizational ecosystem for meaningfulness” (p. 9), which contains four elements of meaningfulness: *organizational* (general-purpose, core business – strong culture could also undermine meaningfulness generating artificiality and manipulation), *interactional*, *task* (understanding), *job* (individual tasks, re-crafting and extending the impact or significance for the role of others, demonstrating), *holistic*. This also aligns with the findings of Bass (1999: 23) when he concludes that transformational leaders having an impact in their “followers” guides to a higher understanding of the “collective identity” (...) and a better relationship with the self. Also, the word “meaningfulness appears in the author’s statement. To enable or achieve the holistic state of meaningfulness Bailey & Madden (2016) point out that these four elements of the ecosystem (e.g., the Coworking-Space) need to be combined to benefit from the synergies of multiple sources. As a host of community leaders, you might at least influence organizational processes and purposes (even before a user contract starts) and the interactional efforts. Work climate among all parties and recognizing “the importance of creating space in the working day for meaningful interactions “ (p. 13) where communication in support & feedback plays a significant role and positively impacts others’ lives.

2.5 Theoretical conclusion

What started as a phenomenon of a changing labour task- and nomadic work culture became the concept of co-working. Depending on its maximum impact, it changed throughout the years until it became, on some occasions, an economical service. Its typefaces changes related to its intention, but it also got shaped by urban and global infrastructures. However, it is manifested that its original idea corporates a community and ‘common’ sense ethic that tends to foster collaboration and innovation. Although recently its term is written mostly without a hyphen, it is essential to know that the original “co-work space” is an expression that resulted from social synergies, early found in incubator hubs in Silicon Valley or Berlin.

It could be outlined that these processes are necessary for a modern society – in which social capital can be seen as a resource for negotiation and development. Interconnectivity and trust as a general bonding for diverse participation form shape further motivations as part of facilitated communication. Internally, the structure of diverse relations and interests tend to be organized in a network that co-exists, cooperates, and collaborates. Nevertheless, depending on the motivation and morale commitment, self-interests, and the collective (in this case, Cowork-synergies) can develop and sustain better. Therefore, necessary are routines (habitus and conflicts) based on mutual cognition and recognition.

Shared workplaces have grown up as communities where work and environmental factors come together. Not only urban and digital infrastructures need to be created, but also the heterogeneity is considered an essential factor. Social and professional intermix can be seen as a breeding ground for ‘learning environments’ that need to be organized. Organizational leadership serves when it comes to implementing user motivations, preferences, and community needs.

CW-environments could develop in several fields. However, not many users recognize the value of their community or want to be part of it. Nevertheless, there are a few findings that every member seems to share at first: Interaction, negotiation, knowledge exchange, open sources, and being part of a (virtual) infrastructure. However, social factors that define CW environments could be found, and also general work motivations and social hierarchies influence the outcome of CW-facilities. Elements of meaningfulness and personal experiences need to be balanced to search for the best community strategies for holistic development.

Especially cities like Lisbon became popular over the last years for social or tech-entrepreneurs, bringing digital nomads and global players to the city centre to attract more

freelancers to live in “the city of light.”³⁴ In its dynamic environment that seems to support a healthier “work-life-balance” comparing to other capitals of Europe, a general receipt of what works best for their communities, including social activities and leadership structures, can probably not be found out overnight. However, there is a lot to find out when it comes to social synergies that seem to attract more and more people to work outside their homes or regular offices.

³⁴ Situated by the widest stretch of the Tagus River, Lisbon further benefits from the sunlight reflected on its calm waters, which prevails during the majority of the year. (<https://www.imagetours.com/news/lisbon-portugals-city-light/1527/>).

III. EMPIRICAL RESEARCH

3.1 Lisbon's Coworking landscape

In the last five years, an increasing amount of CW environments could be recorded. Lisbon's 'Expatriate community' is continuously growing, which can be followed on platforms like *Uniplaces*³⁵, *CBRE*³⁶, *Regus*³⁷, or mobile applications like, for example, *La Baguette*. (Viva News, 2019). Freelancers and Start-ups seemed to pop up everywhere, and they needed facilities to proceed with their daily workload. Until the beginning of the year 2020, in the city center an estimated amount of 60 CW-spaces could be counted by the researcher. However, many more are opening (and closing due to recent events) every month. At first glance, the spatial distribution of Co-working within cities might appear like a paradox for employees who could technically perform anywhere (Waters-Lynch, 2018). However, in practice, booking and consultant platforms, for example, *Regus* or *Croissant*, show that finding the optimal facility can be seen as an advantage of participating in 'micro cluster' (Capdevila, 2014).

One of the first communities in Lisbon was founded in 2008 under the name *Coworklisbon*. One of its founders, who has already opened his "second generation of Cowork," Fernando Mendes, describes himself as "grandfather of co-working". (*Now_Beato*). A few spaces align with the in Chapter 2.3.1 described, early movements of Co-working, such as the *Impact Hub* and others, and therefore involved in political and social projects.

The founding idea of *Lacs*, for example, aligns with the definition of an "incubator space for creators" (*LACS*, 2020); others are closer to the idea of a creative hub (e.g., *todos*; *manicomio*). Furthermore, there can be found Cafés that offer select seated areas for freelancers, e.g., *Tease*, *Copenhagen*. Among others, they are alternative workplaces that are always open for externals to 'co-create.' Other Cowork spaces, for example, *Idea Hub*, *Cowork Central*, or *B-Space*, can be considered larger communities. Cowork – enterprises like *Heden* seem to spread their various facilities communities all over Lisbon. Often providers do not only run one, more up to three facilities.

³⁵ Platform for booking accommodations, primarily for students and internationals which are provided additional services. (<https://find.uniplaces.com/how-it-works/>).

³⁶ Office consultant and real estate research. (<https://www.cbre.pt/>).

³⁷ Office provider. (<https://www.regus.pt/en-pt/office-space/portugal/lisbon>).

What could have been observed is, since the increasing amount of locations, many CW spaces use a form of ‘storytelling’ that almost seem to serve the ‘Portuguese dream’³⁸ (*Outsite*) or offer exclusive/luxury services like options for wellness and well-being (*Wood, Avila Spaces*).

Some use geographical factors to promote their small communities as local extensions of a specific neighbourhood (e.g., *Heden Graca; Resvés*) are named and managed after their strongest beliefs (e.g., *Hyggelig, Second Home, Rocket Hub*). The majority of the locations wish to be perceived own brand, and it could be observed an increasing number of foreign investors, for example, from France, Germany, or the UK. Foreign companies and international community members want to participate in “symbolic space” (Bourdieu, 1986) within urban social milieus representing a kind of ‘lifestyle’ (Waters-Lynch, 2018). For this and other reasons, “networks themselves should form the unit of analysis rather than geographical places (...)” (p. 66). Therefore, the following empirical corpus concentrates on research inside communities rather than on urban infrastructure.

³⁸ Linked to the expression of the ‘American Dream’ that provides promising factors, e.g., regarding an individual lifestyle or work-life balance in Portuguese society. More in chapter 3.3.2

3.2 Empirical Corpus

As mentioned already in the introduction part, due to Covid – 19, data collection's empirical process has been more difficult than expected. Established communities suffered under decreasing inscriptions, and frequent community members preferred to stay more often at home. Lisbon's CW-locations had to close temporarily because of governmental crisis management measurements, others because they could not cope with the business break-in permanently. As mentioned in the introduction part, the empirical investigation's main objectives are the characterization of the current users' group of coworking spaces in Lisbon, such as their expectations, working behaviour, motives, and preferences.

For this purpose, and due to this research's exploratory nature, a mix of quantitative and qualitative research design was chosen. Building on Maxwell's (2013) map on research design, all factors, such as goals, conceptual framework, research question, methods, and validity, have been considered and will be explored further in this chapter. These sources will enable this investigation to build on existing theories and case studies with secondary data, which will be combined with the insights from a survey with Lisbon's co-workers and some expert interviews. The survey's evaluation grounded on the *CES questionnaire model* guided into semi-structured expert interviews with which hypotheses about motivations, preferences, or community member archetypes could be recognized and/or validated.

Because mainly freelancers and self-employed can be found in CW spaces, and due to personal accessibility to the experts during *Covid-19*, the empirical research has been conducted in Lisbon, Portugal, with an overall time period of two and a half months from the 15.07. until 15.09. Data analysis options and further information are stated hereinafter.

3.2.1 Survey to the community members

The author, including a pre-test, prepared a survey before entering the field phase. The only respondents considered were those currently part and work from one of Lisbon's CW-communities. CES questions allowed further research in interpretivism because they do not exclusively measure the satisfaction of participants' overall experience in coworking spaces. Its particular focus serves to measure the ease of a user's experience, identifying features underrated or unseen in a more significant economic picture.

This approach aims to close the research gap that has been identified earlier on: to deepen the knowledge about societal factors that link with community development. Therefore, the chosen demographics offer an interesting point of view to examine correlations in the survey results

later. Additionally, the researcher strived to explore different opinions and possibilities on how CW communities are operating, how they could develop, or how to foster an innovative work culture.

Considering that the first research question - *Q1*: What roles play social capital and collaboration within networks? The empirical research is centred around *Q2*: How to foster collaboration in CW-communities? – to examine the definition of Coworking, work-, environmental-, as well as leadership-factors. To find out more about their organizational forms and reasons CW communities tend to develop and optimize themselves, the author focused on factors mentioned in the key findings in 2.5.

Overall, it bases on the conceptual grounding and the knowledge acquired in literature research. The results of the case study conducted in Switzerland from Josef & Back (2016) and Weijs-Perée (2019) research regarding user-preferences and their motivations guided recognize areas that can be analysed within a CW community in order to explore their possibilities of development. After all these study examples, especially the categories gained interest in the following survey sample.

1. User behaviour
2. Personal productivity
3. Individual creativity
4. Physical and virtual connectivity
5. Expectations/motivations

Since this dissertation focuses on networking while taking collaboration and leadership into consideration, 6) collective outcomes/ community sense, and 7) leadership recognition were also covered. As already mentioned in the methodological options 1.2., a definition of coworking should be mediated by all. The following question catalogue could be developed (Appendix A). The developed sample excludes potential users and focuses on the temporarily available number of co-workers in Lisbon. No other specific preferences regarding their characteristics were considered; however, participants were asked a few demographic questions (*D1-D6*) without the respondents' obligation. Merely the pre-test/ entry-question "Are you currently a member of one of Lisbon's Co-work-communities" had to be answered to proceed with the field research. With this exclusion method, it was attempted only to get reliable results.

To measure individual experience and satisfaction, the *CES model*³⁹ was chosen. As a form for the rating questionnaire, a *Likert scale* was identified as the best variable.

The first set (*Q1*) contained five closed-ended questions (*Q1.1 – Q1.5*) that need to be responded to by one of the five rating-selections: “agree; somewhat agree; undecided; somewhat disagree and disagree”. The second and third set (*Q2; Q3*) alternated with seven closed-ended questions (*Q2.1 – Q 2.7; Q3.1 – Q3.7*) and operated with the item of frequency “always; most of the time; about half the time; sometimes and never”. While *Q1* focuses on general assumptions about coworking and its societal factors, *Q2* and *Q3* requested a more specific activity declaration within participants’ CW communities. In turn, it has been asked from two standpoints for the estimation of their activity and about their co-workers.

In the last and fourth set, *Q4*, participants had to rank eight attributes (*Q4.1 – Q4.8*) of Cowork communities according to their values, to be prioritized on a scale from rang one as the most rang eight as least important. It can be mentioned that these characteristics are part of the study examples and the previous question-sets.

The survey distribution took place mainly on Social Media and via the experts that have been contacted. By targeting specific groups on *Facebook* related to Cowork interests, such as freelancing, remote work, and Expat-groups in Lisbon, the number of valid respondents has potentially increased. On *Instagram*, an *IGTV*-video⁴⁰ was created on the researcher’s public account to introduce the topic to the potential target group. However, inside the communities, their leads provided the survey link directly via internal communication tools such as *Slack*-channels without adding background information.

3.2.2 The Coworking experts’ interview

As already mentioned in the methodical options in 1.2, the identified type of research has a qualitative nature and is indicated through intense contact with the research object. The researcher's engagement rate had to be chosen - its degree is in between a full participant and an observer. The negotiation of the researcher's access to the participants (ethical issues) and the need to be efficient in data collection guided into in-depth expert interviews with a medium degree of researcher participation (Marshall and Rossman, 1995: 59-65). This interview form resulted from the researcher's interpersonal skills, such as the language barrier in Portugal, and the research's environment and time factor. According to Cohen and Crabtree (2006), semi-

³⁹ <https://www.qualtrics.com/de/erlebnismanagement/kunden/customer-effort-score/>.

⁴⁰ Franke, S. [_npurpose].(2020, 07,26). *Co-workers of Lisbon: I would appreciate your opinion* [Video] IGTV (https://www.instagram.com/tv/CDG56ZBh7DsGrxqs8maZ0fZfnqMg0EVjH_3YL80/).

structured interviews enable us to gather uniform information and analyse and compare answers.

For this reason, the execution of in-depth semi-structured interviews was evaluated as the best research method to use for the collection of empirical data in the scope of this dissertation. Its sample had been chosen after what Maxwell (2013: 98-99) calls a "purposeful selection." Factors were respected to establish the ideal relationships in which the individuality and the heterogeneity of the population could be respected.

Mainly experts that work as community managers/leaders or are its founders were chosen. To recruit interviewees, Google Search, Social Media tools, and the researcher's network enabled useful contacts. People inside this network reached out to their networks to recruit experts for this research. In the period of mid-July 2020 until September 2020, ten expert interviews were planned. As an introduction, an invitation (Appendix C) has been sent to a total of 20 Cowork spaces in Lisbon. Conversations around 30-45 min face to face with the researcher or online via *ZOOM* were planned. For the samples, it was asked for their names, age, nationality, and education. To better understand the diversity of Lisbon's Cowork landscape, it was also asked at the beginning of the conversation for their "Cowork-background," experience, and current role in the community, even when mainly founders and community managers were the respondents.

An interview guide (Appendix B) was created in order to structure the interviews. Nevertheless, the questions were not necessarily asked in the same order every time, and deviations from the interview guide to explore additional topics were also welcomed. Their ideas were collected for a conclusion and advice for future works on related topics. An exception was made regarding the entry of the conversation for that it was always asked for demographics, background, and their definition of co(-)working. The goal was to gain this knowledge right in the beginning so that the researcher could adjust and avoid further misunderstandings.

All interviews were transcribed and visualized in descriptive viewpoints after thematic research methodology (Bogner, Littig & Menz, 2009). Furthermore, the experts' most important mentions have been allocated and compared with the survey results in the discussion by using the survey set of attributes (*Q4*). The overall framework is discussed in the findings as discoveries of the research.

3.3 Data analysis

Overall data has been recorded from July to the end of September 2020. Due to *Covid-19*, these three months extended the initially planned period. In the process of data analysis, Maxwell's (2013, pp. 105-120) recommendations on data analysis have been respected.

The survey has been evaluated with its creator tool *Qualtrics*⁴¹. Although the quantity of chosen responses measures features, preferences, and individual motivations, suggested combinations of characteristics allow, next to their percentage indicator, a more in-depth and, therefore, qualitative insight. The information is given through tables and figures tables displayed in this subchapter which exhibit the insights gained through the survey in this dissertation's scope. The aim of presenting these data is to guarantee transparency regarding the discussion and a possible comparison with experts' opinions.

All expert interviews were transcribed, and excerpts of the transcripts were grouped thematically to structure the insights logically. Reading and making notes on what can be considered as most relevant enabled tentative ideas when it came to the definition of each category. Inspired by the analytic options proposed by Maxwell (2013), categorizing strategies, such as coding and thematic analysis, were considered. Therefore, the list of attributes that is part of the survey (*D4*) was used to collect critical statements. Additionally, connecting strategies (narrative analysis) can help understand contextual relationships, however, not exceeding. The transcript text has been analysed without making differentiation through thematic research related to the proposed content analysis.

Adjusted to the researcher's quantitative data, analytical strategies for the qualitative approach were chosen because like Maxwell (2013) defends, there is no single correct way for doing qualitative analysis. After Miles and Huberman (1994: 11), there must be a set of three flows of activity, named: data reduction, data display, and a conclusion, including a draw or verification. Because of this dissertation's scope, the survey will sharpen and focus on the interviews' data analysis process. Afterwards, the data will be displayed in tables and figures developed by the researcher. The emerging meanings will be checked for plausibility and sturdiness, mainly within the experts' trustworthiness and creative solutions.

⁴¹ Survey Software, retrieved from: <https://www.qualtrics.com/core-xm/survey-software/>.

3.3.1 The Community Members

In total, 102 answers of co-workers set up in a community in Lisbon could be obtained.⁴² Within the data collection process, all participants had to answer an entry question to determine if they belonged to the target group. For “being currently a member in one of Lisbon’s CW-communities,” their fail out rate has been 40,20%. It can be discussed later on if this exit rate is a consequence of the limitations of Covid-19, because people are not physically present inside their community; however, they still feel like part of it. Another reason could have been that co-workers who use many spaces simultaneously (promoted by application like *Croissant*⁴³ did not feel addressed by the question. In the comparatively young history of CW, 63,83% of the participants identified themselves as “consistent users” of communities that were estimated, including 93,03 people on average.

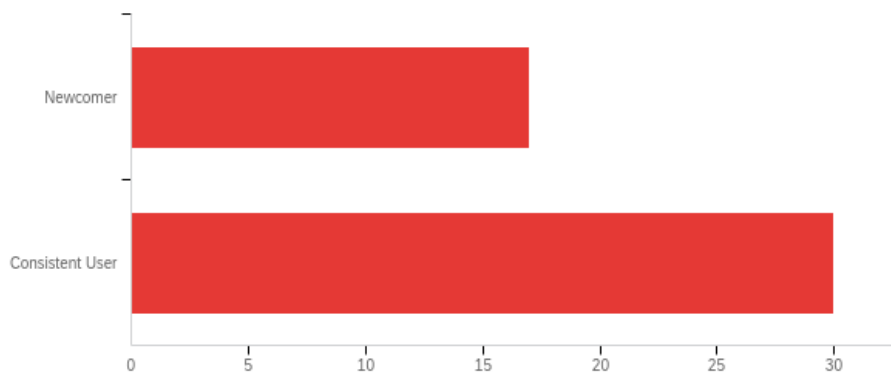


Figure 4: Identification of the participants CW-experience (D3)

What can be discussed later on is that the virtual community size might exceed previous assumptions. Among all 47 remaining participants, 28 identified themselves as male, 19 as female, and no one as “other.” This majority of 59,57% men supports the latest CW studies that have been conducted in a larger, European, scope (Deskmag, 2019).

⁴² Answers will be supported, whenever considered as useful and visually appealing by the author, with their evaluated graphs and tables. However, they just mirror survey results and don’t state a conclusion.

⁴³ Croissant offers access to all participating CW spaces anywhere with one flexible membership. A check in works over the platform and users are virtual seated, sometimes even before they arrived physically at the location. Seats are controlled by CW space providers. (www.getcroissant.com).

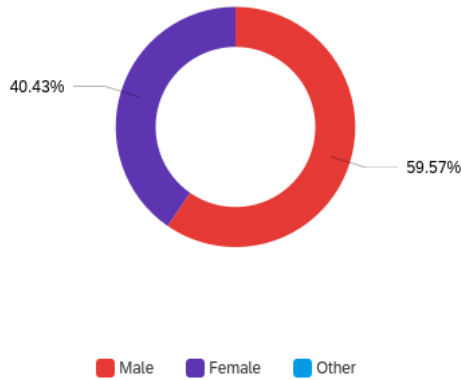


Figure 5: Gender Distribution of CW-community members (D1)

Further, it could be recorded that members spend an average of 2,64 days per week working inside the community, whereas 57,45% spend between three and five days working there. This indicates a common workweek of assumed 40h. Nevertheless, it was not asked for the actual number of hours spent in the CW.

The result of D5 can be linked to D2, in which it has been recorded that the majority of CW members (59,57%) are in the age range of 31-45 years old.

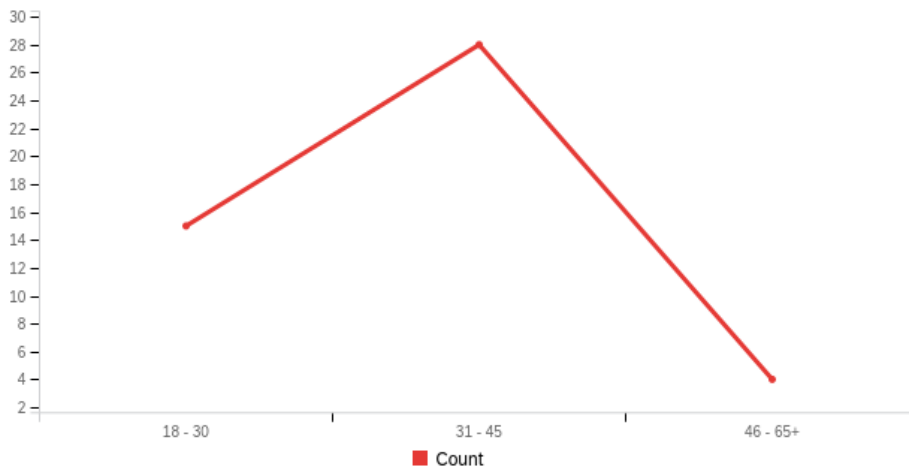


Figure 6: Age of CW-community members (D2)

However, it appeared that 31,91% of the younger generation between 18-30 years represents many of these communities. The age range 46-65+ recorded only 8,51% of the members.

Last but not least, communities, including facilities, are perceived, in most instances, led by a Community (39%) - or Facility-Manager (34%), in some cases by “the community itself” (14%)

was mentioned. According to theory and experts, rarely recorded is the term “leader”, which might be coherent with the difficulty of the job title itself.

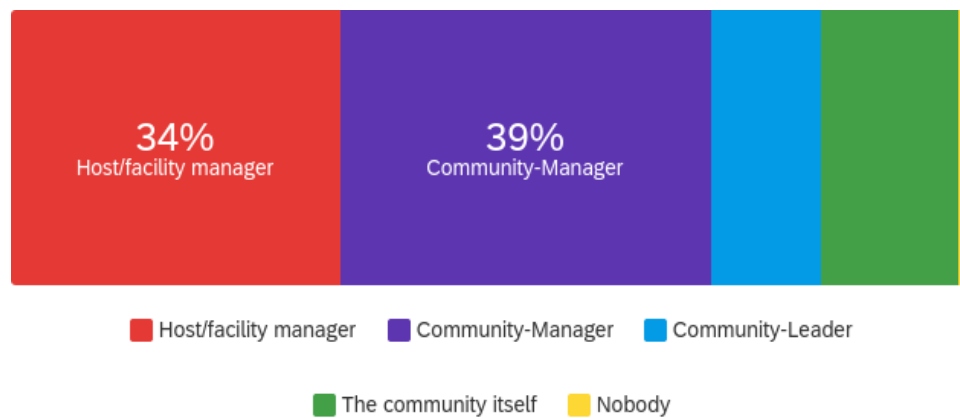


Figure 7: Leading roles in CW-communities (D6)

User motivations and preferences of community members:

The first set of questions (Q1) strived for a general understanding and definition of co-working in Lisbon's CW space users' perception. In an overall trend, participants seemed to sympathize to agree upon the given statements. However, certain combinations could be recorded more often, which directs survey results towards CW-community-users that could be represented as a focus-group for further research in this area. 61,70% of the participants agreed on the fact that "you get to know people through activities" (Q1.3), 36,17% somewhat agreed, and just one participant has been undecided. Overall, this has been the only state with a low variance of 0.28. Similar are the results of "you connect with people from the same background" (Q1.4) with a variance of 0.83, and "you find inspiration for work and projects" (Q1.2) with a variance of 0.97. Although answer variances were in the same range, it showed up that more participants categorized themselves as "undecided" regarding personal facts about others like the background than about intangible assets like inspiration.

Nevertheless, all participants met, at least once, someone from the same profession area. European Cowork Studies (Deskmag, 2019) examined the existing different work areas in CW spaces, and it might be even an impact factor when it comes to other social attributes. 19,15% of the participants were undecided concerning their collaboration; 14,89% tend to sympathize with an item of disagreement. However, over half of respondents perceive a co-work as an environment to collaborate even though the answers' variance is 1.14 compared to other results, higher and might point out a general uncertainty of the respondents about the term. The same

is valid for "work without distraction" in Q1.1, with the addition that the maximum merit has been four, who indicated no complete disagreement. Because most of the researched CW spaces in Lisbon are offering an "open space," this result can be considered as the optimistic perception of co-workers, which, on the one hand, want to work without distraction (mostly full-time workers with 40h per week) but on the other hand, also accept distraction from time to time. To have both options might be a significant advantage compared to regular coffee shops with work lounges (e.g. *Starbucks*, *Copenhagen*, or *Padaria Portuguesa*⁴⁴) and can be further investigated in the discussion.

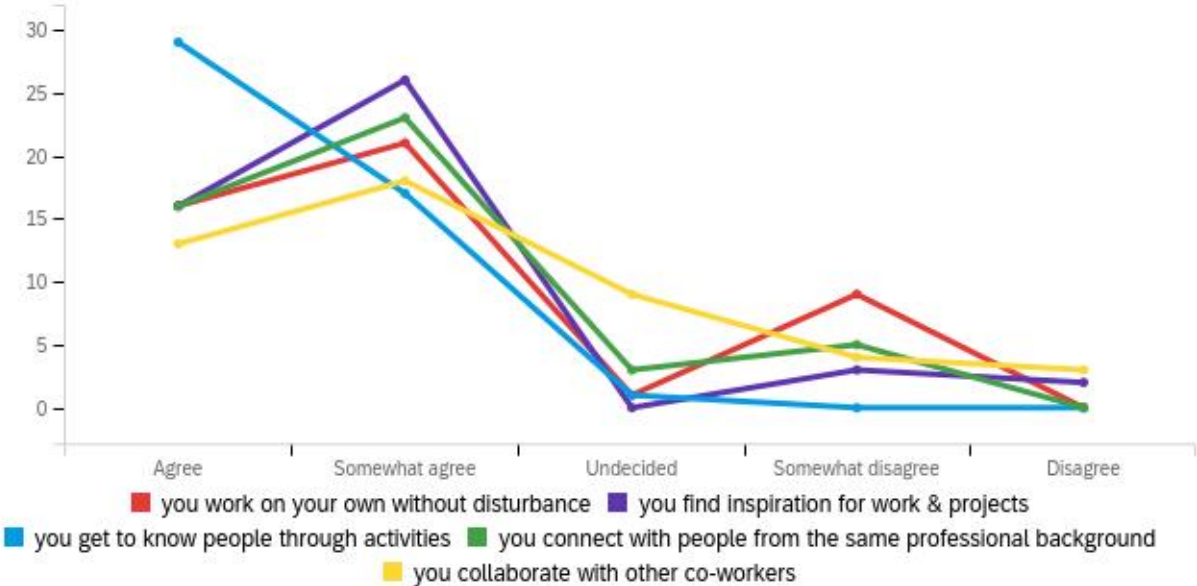


Figure 8: Survey results (Q1)

In correlation to the demographics, an interesting finding has been that female respondents have been more often undecided when it came to the general perception of CW-spaces. Consequently, especially when it comes to professional networking (Q1.4/D1) and collaboration (Q1.5/D1), more male members agreed on the closed statements and made a confident decision. Female members overall are likely more open to socializing, which aligns with the agreements on activity participation (Q1.3/D1), as well as their perception of work interruptions (Q1.1/D1). Looking more on inspiration (Q1.2), it reoffers, aside from a general agreement on the surface, more significant demographic outcomes exist regarding the age ranges (D2) and co-work experience (D3). Whereas in general, the 'youngsters' (18-30) agreed

⁴⁴ Names of local or international brands that have various locations in Lisbon.

with 40% and 60% "somewhat" on looking for inspiration, this result does not align with the traditional work age range of 31-45 years because 10,7% somewhat disagree and 7% disagreed completely to have this as a motivation in mind (Q1.2/D2).

Additionally, newcomers seem to have higher expectations of getting inspired, which stabilizes in the number of consistent users with a percentage of 43% average agreement and the answer variance rate of 1.29 to 0.41. (Q1.2/D3).

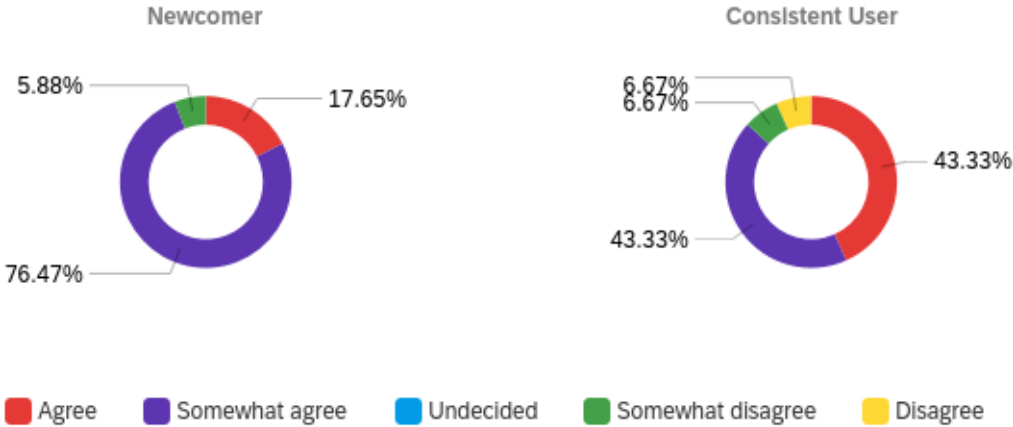


Figure 9: CW-communities as source of inspiration (Q1.2/D3)

Therefore, it might be important, from an organizational perspective, to welcome and engage especially with newcomers in a sustainable form regarding activities and member commitment. This result exceeds the long-term collaboration rate in CW communities that go down, especially regarding the primary age range (31-45) and females. Nevertheless, the oldest age range of the participants (46-65+) are 'willed to be inspired' according to a result of 75% agree, and 25% somewhat agree ((Q1.5/D2). Changing old monotonous work habits for new dynamic ones could be one reason for an older generation trying to keep track of the new one and further explore the discussion. When it comes to community use frequency, the most represented group of weekly workers (3-5 days) indicated to search a less dynamic environment – which might be a consequence of workload.

In contrast, the best results regarding inspiration, networking, and collaboration are detected in community members that work 2-3 days per week from their CW-community. In total, 87,5% of the respondents chose an option of agreement (Q1.2/D5). With less than this 'physical availability,' however, members might not be engaged enough to realize (potential) outcomes. The optimal time to benefit from social practices and to get to know people is estimated on merit of 3-5 days.

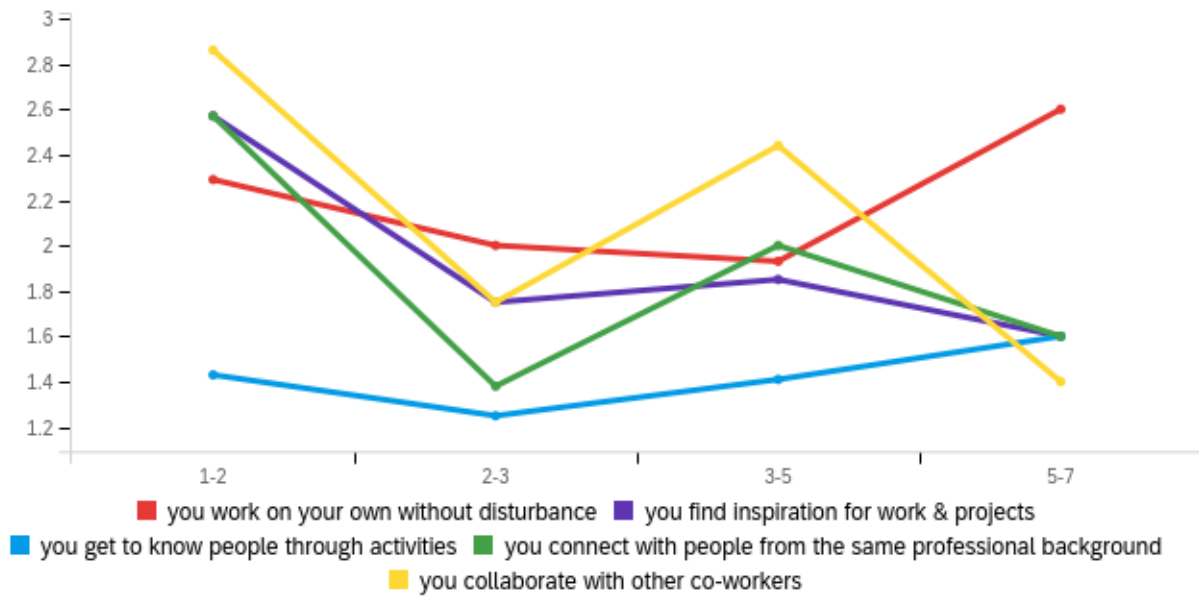


Figure 10: CW-practices and visit frequency (Q1/D5)

The second set of questions (Q2) strived for more individualized outcomes. Personal answers of the participants about their current CW community were recorded. These results cannot be compared directly with the general results of Q1. However, they link to these results from a more personal point of view. Their frequency indicates variances in actual engagement occasions and builds a complementary counterpart to the third set (Q3). Variances and the mean average have been higher than in Q1, which indicates a (negative) discrepancy when imagination comes to reality. Although people tend to be engaged within their communities, differences in specific 'tasks' were noticed. 17% of the respondents always interacted with their co-workers, and 44% answered: "most of the time" (Q2.1). However, just a small amount of 6% always participate in community events (Q2.3), which seem to be (with 42,55%) "most of the time," a popular opportunity for members to interact. Nobody seems to be fully engaged - this seems to depend on other factors - because the 2.87 mean is significantly higher than the general and previous mean of 1.40 (Q1.3).

In comparison:

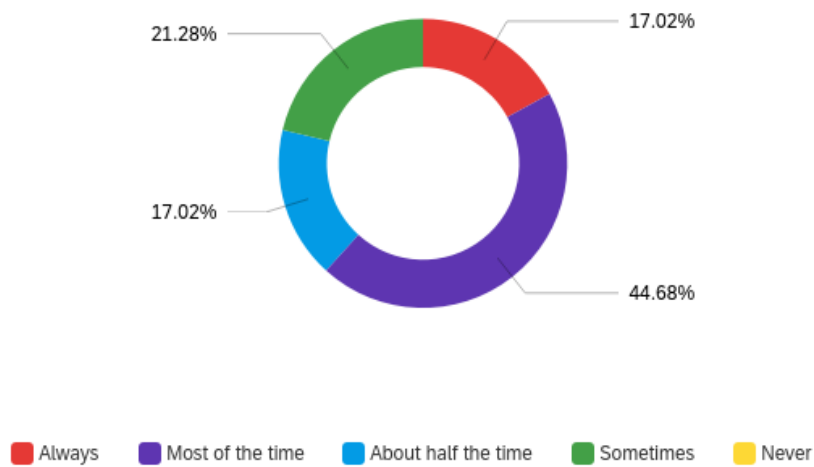


Figure 11: General Interaction in CW-communities (Q2)

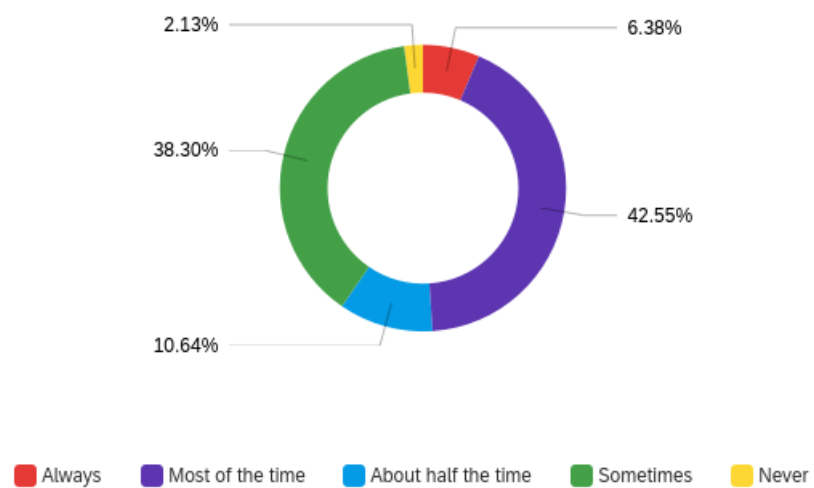


Figure 12: Activity Participation in CW-communities (Q2)

This general 'trend' could also be confirmed when members were asked how often they "join their co-workers for lunch" (Q2.4). On the one hand, this has been with 1.82 the closed-end question with the highest variance in answers. On the other hand, surprisingly, 14,89% never have lunch with their co-workers.

Similar the recorded frequency "to collaborate with others regarding work and projects" (Q2.2): With a surprising mean of 3.87 and 2.13% for "about half the time," considering the previous agreement rate of over 60%. (Q1.5). This might be the first evidence that there is still much potential when it comes to fostering collaboration. Regarding participation, it can be pre-assumed that communities have to engage with several types of members. It can be discussed

later on what kind of division - for example, introverts vs. extroverts, full-time workers vs. 'nomads' - could be found on the spectrum. At least, it could explain the high variance. Interaction happens, however, not all the time through planned activities. There seem to exist in space for spontaneous social encounters.

Furthermore, Q2 added some new dimensions linked to human capital and its values, such as trust. Also, it has been tried to outline leadership perceptions from an emotional point of view. A clear tendency appeared: 53,19% of the participants said they trust their co-workers "most of the time," 21,28% always (Q2.5) trust them.

However, respondents seem to be aware that everyone is unique, 55,32% merit that they share the same values or ideas as their co-workers. The leadership question (Q2.7) had been a tricky one, which indicates the high variance of 1,70 and its 2.67 average results. An amount of 23,91% feel "always" guided by their instance or 'authority'; 30,43%, however, just "sometimes." Realizing that feelings are elementary things with shades that are hard to pinpoint, it probably has been difficult for participants to align with the frequency item. Trust does not only evolve due guidance structures such as leaders in space, more over potential 'unspoken social contract,' can be discussed. No real conclusions about members' satisfaction could be made, but just a comparison from the internal to an external point of view, introduced in the next set.

The third set (Q3) tried to offer another perspective for which respondents needed empathy and reflection. Similarly, like a "control group" in psychological studies, respondents should guess their co-workers' behaviour within the same actions. That this has been not always an easy task for the participants, show the results which record that the frequency items "always" and "never" have been avoided and beliefs are less radical. Due to this fact, it appears reasonable that the overall variance of answers is with 0,75 average under 1. A tendency that has been revealed is that members overall seem to estimate their co-workers' behaviour as more engaged than their own. Q3.1 - Q3.4 are all rated on average with a minor low mean, outstanding here the 3,21 (Q 3.2) to the primarily 3,87 (Q 2.2). 48% of the participants share the opinion that their co-workers collaborate most of the time, whereas just 10,64% say this over themselves.

In comparison:

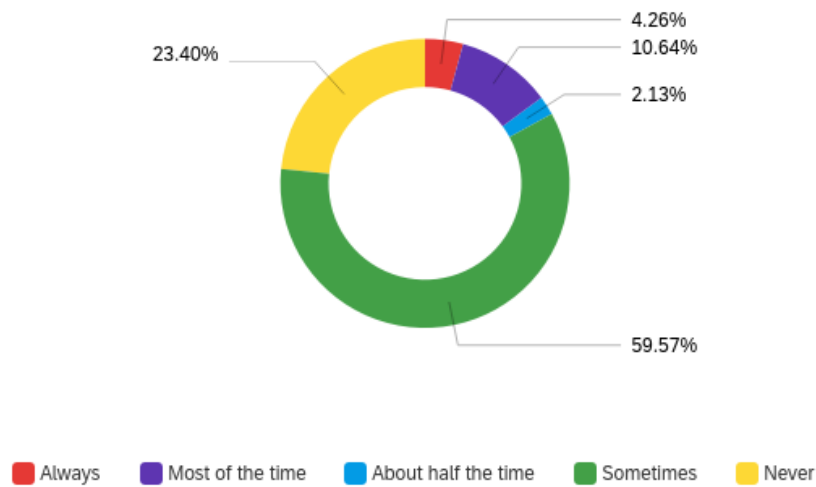


Figure 13: Collaboration of CW-community members (Q2)

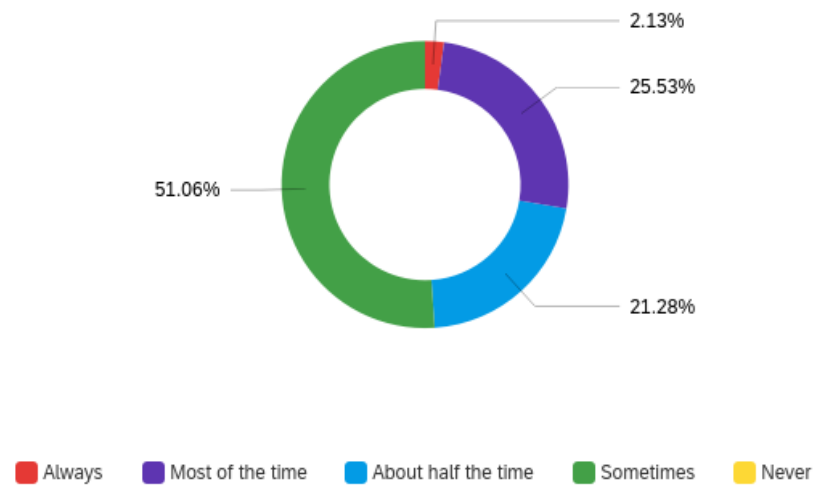


Figure 14: Perceived Collaboration of Co-Workers (Q3)

Similar has been the situation when members assumed with 46,65% guidance of their co-workers for “most of the time” (Q3.7), whereas concerning the individual situation, it has been just 28,26% (Q2.7). This enables the hypotheses that most communities’ leadership structures were facilitated, however, not communicated personally. In a discussion with the experts’ opinions, this might reveal more insights. More self-confident, respondents answered Q3.5 - Q3.7 because trust and common interests showed no specific rupture on the spectrum.

In correlation with the demographics, in both sets, Q2 and Q3, exciting findings were discovered. After analysing male and female members’ perceptions, this survey’s scope revealed that women are more socially engaged and aligned with their communities in this

research scope. This tendency enacts not only in activity participation – 57,9% answered: “most of the time” (Q2.3/D1), whereas only 32% of the men did – it also came to the surface that female members are more optimistic about having the same values and trust. Future research could be explored if the engagement rate can be linked to social alignments, which could support the results of this discrepancy.

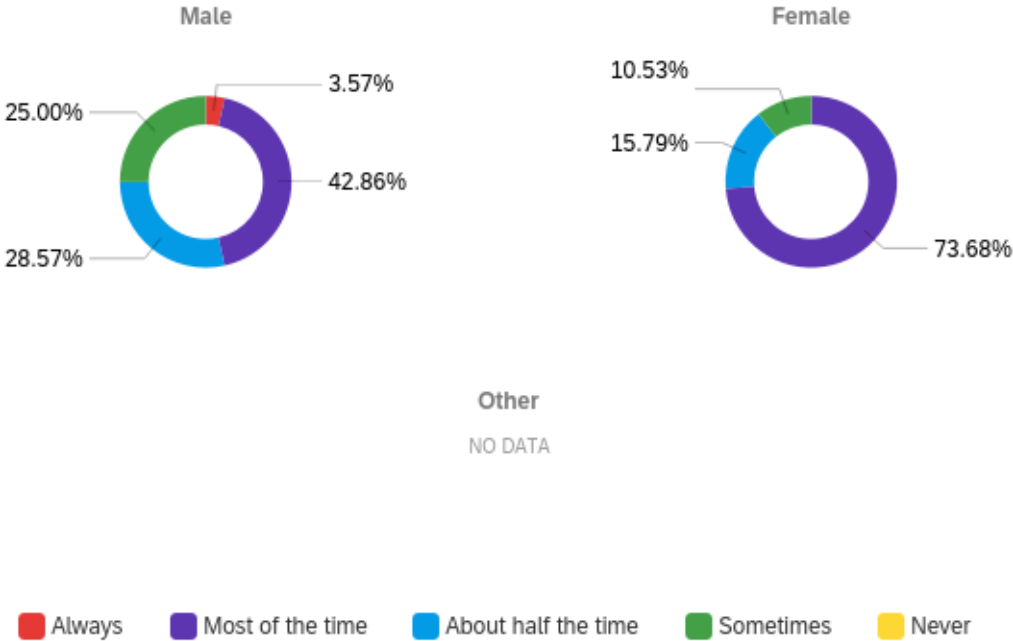


Figure 15: Value alignment and gender (Q2/D3)

Additionally, 44,4% “always” feel guided by their community leads (Q2.7/D1), and 33% “most of the time”. Men’s perceptions vary and seem to balance out overall. This tendency appears even more evident when asked about their co-workers’ feelings (Q 3.7/D1). In the discussion, we can also use the fact that, although men build most CW-communities, most of the community leads are female (excluding founders). Regarding the age ranges, it stands out that participants between 18-30 years old seem to be genuinely more engaged and optimistic about beliefs and alignment with others. 66% believe that they share, most of the time, the same values as their co-workers, merit that has been exceeded with a percentage of 80% when it comes to their co-workers’ beliefs (Q2.6/D2; Q3.6/D2). Furthermore, research results record that the ‘youngsters’ (57,1%) always feel guided by their leader, similar to what they think about their co-workers. Q3.7/D2) Negotiated could be ‘a new generation of co-workers’ their optimism, and their ability to adapt. For example:

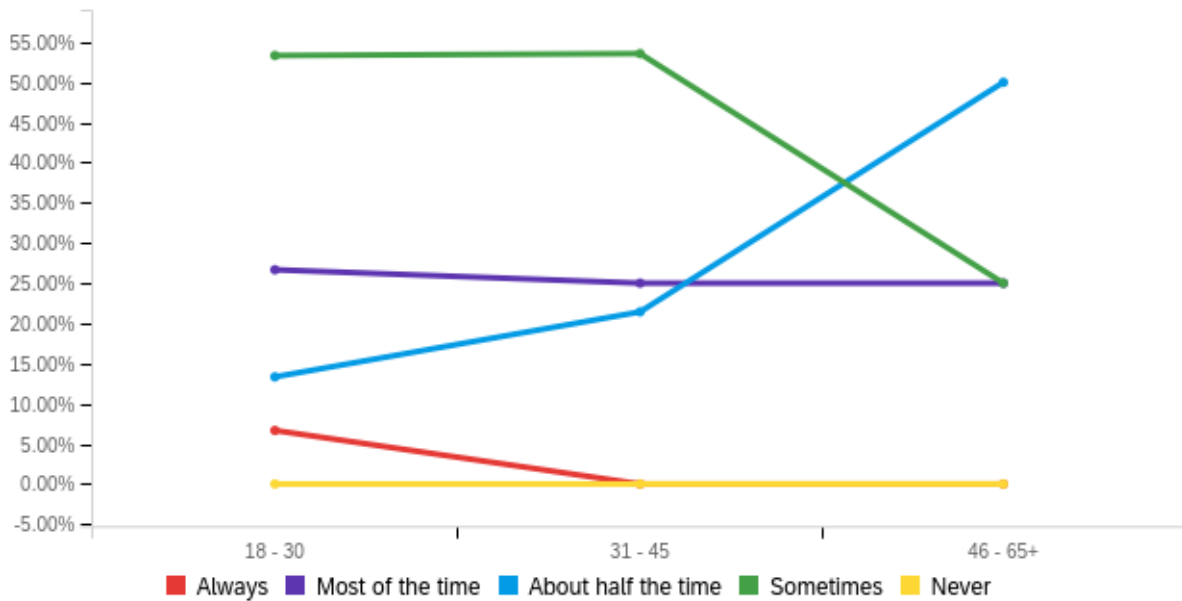


Figure 16: Perceived Collaboration of Co-Workers, sorted by age (Q3/D2)

What can be discussed later on is that studies have shown that people that have grown up with technology possess a higher ability for empathy. The young participants perceive the older ones as role models or see new possibilities that came with technology, a possible reason why, in this scope, for the surprisingly high amounts of 6,7% who believe that they (or their co-workers) always collaborate (Q2.2; 3.2;/D2). These results exceed only by 11,8% of the newcomers, who ‘always’ collaborate, which could conclude that especially young people join Lisbon’s co-work spaces recently.

On the contrary, mostly the 46-65 years old perceive their co-workers as always (25%) or most of the time (75%) interacting (Q 3.1). In general, results of D3 (CW-experience) and D4 (workdays in the space) on both sides within the community showed that, with an increasing amount of time, trust towards co-workers (Q 5/D3) and their community leads peaked for those who worked three days (Q5/D4). Analysing results showed that co-workers need time to figure out their needs and establish an opinion, which should be considered in community feedback activities. In most instances, results have not been more positive, especially regarding the factor collaboration. People seem to think about themselves quite negatively (Q2.2/D5) or overestimate their co-workers (Q 3.2/D5).

The fourth set⁴⁵ let member prioritize a different set of attributes. Overall the top three attributes that have been rated in the first place, as most important by percentage, have been 1) working

⁴⁵ All general results can be reviewed in Table 4.

without distraction with a majority of 34,09% (Q4.1); 2) a trustful environment with 20,45% (Q4.6); as well as 3) Professional networking with 15,91% (Q4.3). Nevertheless, especially Q 4.1 and Q 4.6 could record a 5.02 and higher variance, which marks strong individual opinions by certain member-types. The community itself, rated, according to the attributes means, similarly: Work without distraction (Q4.1) also in the first place; professional networking (Q4.3) on the second; and inspiration for work and project on the third (Q4.2). Whereas place one is still in doubt for some participants, inspiration and profession are strong motivations to work in a CW community. Inspiration was never rated as least important and with only 4,55% on its maximal position "7". Similarly, most people agreed that professional networking results have the lowest variance in answers with merit of 2.54. What could be recorded as a preference or "nice to have" without being the primary motivation for participants is the attribute "activities and events" (Q 4.8). That this is not an obligation for CW environments elaborates the fact that some respondents rated it with 18,18% as "least important" when imagining their ideal workspace. Only the attribute "Formal/institutional guidance" (Q 4.7) has performed worse with 54,55%. This tendency might have resulted from the specific description "formal" or by a general decline - something this work will discuss later again.

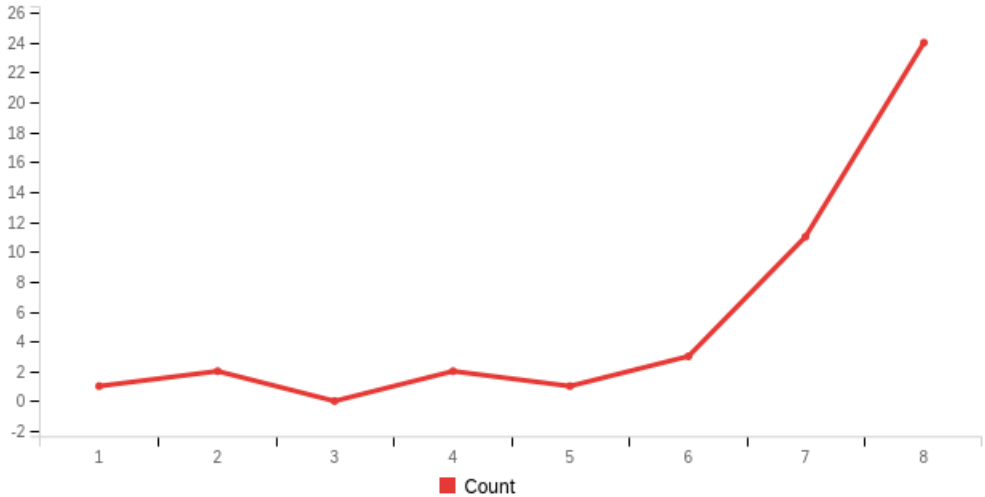


Figure 17: Prioritisation of formal/institutional guidance (Q4)

In correlation with the demographics, the following findings are ambivalent to previous question set results. Therefore, 44% of the male respondents value work without distraction, whereas women responded with a higher variance within disaffirmation of 15,8% (Q 4.1/ D1). Once more, it could be confirmed that female community members are more willing to engage with their community, whereas men feel the same about professional networking. With around

26% for each, females give the highest value to "making friends" (Q 4.5/D1) and a "trustful environment" (Q4.6/D1). 28% of the males are likely to work without distraction or prefer professional networking, as supported by other question set results.

"Inspiration" seems to go hand in hand with this factor. Formal/institutional guidance has been rated by men and women in the last two places (Q4.7/D1).⁴⁶

Within the whole spectrum, a higher age (D2), Cowork experience (D3), as well as a higher work frequency (D5), leadership importance decreases progressively. On the contrary, attributes like trust (Q4.6) and "making friends" (Q4.5) are increasingly important, especially in the age range of 18-30 years and within newcomers (D3; D4). Consistent and older community members rank next to "work without distraction" (Q4.1), "professional networking" (Q4.3) in the first three positions. Important for the discussion and future challenges might become to create more networking and entrepreneurial opportunities for woman that discrepancies, like outlined in this survey, can shrink.

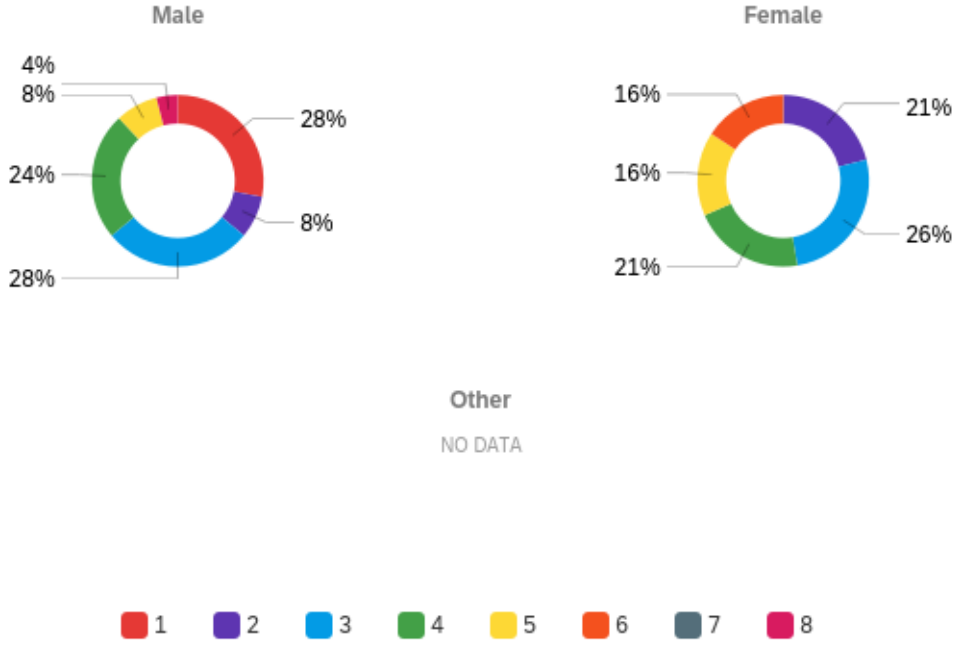


Figure 18: Prioritisation of professional networking, sorted by age (Q4/D2)

Nevertheless, throughout all four sets of close-end statements, it became clear that there is a split between member types/users. Extroverts tend to be “most of the time” engaged, and introverts that “sometimes” join activities. Activities were not seen as most valuable asset of

⁴⁶ All results related to gender can be reviewed in Table 5.

their facilities, however, possibilities of encounter that foster networking. Not significantly during meals, co-workers overall admit individual schedules. Participation related to experienced time in the CW community increases, however not related to frequency what is documented by the age range of 31- 46 years old, probably most “full time workers”. Considering genders, women tend to be more engaged in their communities and willing to make friends; however, not taking a massive part in professional networking and collaboration. Nevertheless, a potential ‘new generation of coworking’, containing a lower age range of 18- 30 years old, seems to be more optimistic, emphatic and trust-willing. Expectations regarding factors like “inspiration” or “collaboration” are high, and they seem to adapt better to guidance. Overall, experience and higher frequency impacted these results positive, also in other focus groups. The feeling of belonging seems to guide higher participation within activities. Although inspiration is rated overall as the primary motivation, preferences shift when it comes to members that work from their communities the full workweek: “Work without distraction” is overall valued the most. Additionally, members seem to become more autonomous within their communities. Leaders are by percentage less “followed”, however, inclusiveness and personal alignment seem to be a big advantage. The prioritization in set four revealed that formal or institutional guidance is significantly less important. According to the respondents, the ideal workspace is an inspiring, calm workspace where members trust and get to know each other professionally wise. Activities and friendships seem “nice to have”, however, depending on the member-type, age, gender and number of community-visits per week.

It can be discussed with the experts’ opinions if specific people prefer communities with another atmosphere, communication tone, or implemented leadership style. However, in conclusion, recent studies could be supported by the researcher’s survey. Networking is gaining importance and guidance is not automatically manifested in formal institutional structures. Moreover techno-socio spheres enable personal encounters that are necessarily in real-time. It might become interesting to explore motivations to work in Lisbon’s Cowork landscape in general, analysing social synergies, and member preferences to choose a specific community. The diversity of Lisbon’s CW communities will be explored within the next chapter. To not forget the results of the conducted survey, the following hypotheses were concluded by the researcher. In the discussion it will be engaged with them further.

Table 1: Survey Hypotheses

	Hypotheses
H 1	Women engage and interact more within their community: A bond has to be created when it comes to professional networking and collaboration (Q1;2/D5)
H 2	Women tend to align more with others while men take clearer decisions and don't accept a community lead that fast or long-term (Q1; 2/D1)
H 3	CW community user don't understand necessarily the link of inspiration and collaboration. (Q1;Q4)
H 4	CW spaces are mainly used for short term inspiration (change of routine vs. full time workers)
H 5	Not all embers don't share the same "daily routine" what enacts, e.g. in meal-planning) (Q2.4/3.4)
H 6	Activities are popular but making professional connection is seen as more important than friendship (Q2.6/3.6)
H 7	Members share an "unspoken social contract" however they do not automatically share the same values or professional background. (Q1; Q2)
H 8	The job title 'community manager' does not fit or isn't perceived well.
H 9	Leadership structures are facilitated in most communities but often not personal enough (Q 3.7)
H 10	Members do not like to be lead formal and directive and full time worker seem to gain autonomy with time. (Q4/D3:D5)
H 11	The young generation (members group 18-30) has better empathy & understanding for collaboration. (Q2/D2)

3.3.2 The Coworking Experts

In the period of mid-July 2020 until September 2020, in total, eight expert interviews were held. Eight recorded and in the scope of a personal conversation, one vial mail exchange. Interviewees came from Portugal, Brazil, Germany, and Great Britain, and the conversations took on average 40-45min. The shortest took place over *ZOOM* with 30 minutes (Expert G, *Second Home*) and the longest with one hour and 27min (Expert J, *Now Beato*). During the personal visits, the time around the conversation was not counted but contributed positively. Real-life connections facilitated a better understanding of the participants and offered the author a job possibility.

Miles and Huberman (1994: 7) emphasize that in the respected form of methodology, the researcher is "the main measurement device" and "most analysis is done with words." Results are "assembled, sub-clustered, and broken into semiotic segments," In contrast to the survey results, they can be compared by patterns. In the following, all interviews were transcribed (Appendix D).

In the process of thematic field evaluation, emerging patterns across the data could be identified, such as a definition of co-working. Iteratively, the themes were continuously adjusted and examined to discussed topics of the literature. A letter (A-I) indicates which expert interview(s) the insights are based on each insight. A legend of which letter corresponds to which expert can be found in the first column of Table 6. Through this indication, readers can retrace which expert interview a particular insight is based on and then consult detailed quotes in the respective interview transcript. Findings are structured thematically by interview questions, which the researcher summarized in the interview guide. (Appendix B).

Table 2 drafts what will be debated afterward, according to the themes. Categories constitute main fields of communication that have been broached in the interviews. Sub-categories illustrate first findings that are decisive for further explanations in the text. The last section of the table evaluates or gives propositions.

Table 2: Interview findings for thematic field evaluation

Theme	Category	Sub-categories	Findings
(1) Coworking	a. Evolution of the term b. Personal understandings	<ul style="list-style-type: none"> ▪ Coworking as a work model ▪ Coworking as a trend/phenomenon 	Finding 1
(2) Community	c. Relevance of the community	<ul style="list-style-type: none"> ▪ Community structures ▪ Community as a 'second home' 	Finding 2
(3) Community development	d. Collaboration & networking e. Activities & events	<ul style="list-style-type: none"> ▪ Assisted serendipity 	Figure 19 & Finding 3
(4) Cowork/-ing Values	f. Membership g. Social & professional values	<ul style="list-style-type: none"> ▪ Facilitated communication ▪ Social alignments 	Finding 4
(5) Leadership	h. Community Guidance	<ul style="list-style-type: none"> ▪ Governance & Motivation ▪ Community autonomy 	Finding 5
(6) Lisbon	i. Urban conditions	<ul style="list-style-type: none"> ▪ Challenges ▪ Future trends 	Table 3: Finding 6

(1) Theme: ‘Coworking’

As was analysed in the previous studies outlined, the term Coworking and its meaning have changed over time. Some consider it as “Cowork-history,” others as evolution, or an utterly inadequate term for nowadays integration in the labour market. In the following pages, the author will examine how the CW experts interviewed define or describe its incidence.

Category a: Evolution of the term

Since the birth of coworking and its facilitated communities, different definitions have been recorded. According to local and international circumstances, the term already seemed to have gone through many stages, which are quite complicated to grasp. Coworking

- ➔ *is present, the recent past and it is definitely the future – it is inevitable. Coworking has a broad, all in composing, definition. (E)*
- ➔ *is a market term (...) flexible, shared facilities with people you are not used to work with [and] from our business positioning point of view it is quite limiting, there is a package that comes with the term. (D)*

Evidence could also be found in expert opinions, that according to its interpretation, the term changed over time and is influenced mainly by our human perception and social practices.

- ➔ *The way we see co-work and coworking, there are so many things you can find out (...) what really makes a difference. (F)*

Besides that, the following three aspects could be recorded as most responsible for its change in meaning:

- the shift from industrial to individual labour
- technology and its competitive component
- globalization and digital forms of work

According to these reasons also its typography changed – a fact experts are aware of and still could not find a final common agreement on:

- ➔ *I looked it up what is the correct way to write it and I saw the hyphen – I just do not like the hyphen. It looks old school. (B)*

- ➔ *All our original documents are written with a hyphen. The way to simplify would be low case all letters together. (E)*
- ➔ *I use more the term ‘Cowork’ than the action ‘co-work’ but I usually use Cowork-space and coworking. (F)*

According to experts’ opinions, *Cowork* can be a noun, *coworking* a process or practice, as well as *co-work* “a new verb” (G). The main change that occurred over time, which was examined by the experts, is the switch from a two-word approach to just one word: small letters without captions. For example, practical reasons to write it faster or use it in a unique marketing context seem to overlap the awareness of the concept itself.

Coworking as a work model

- ➔ *It is a work model, but one that needs some work, meaning it needs some development. (A)*
- ➔ *It is something that came to the future. We are seeing especially at the moment, that all the traditional ways of working are falling down. (C)*
- ➔ *I see it as sustainable for sure and the Covid-19 situation had shown its value (B).*

With the evidence of these statements, the researcher observed that ‘the Cowork model’ became an alternative to ‘standardized work’ and an offered solution for many occasions defined by time, locality, and user employment status.

- ➔ *Co-working is like its name: Working with different people, with a community – not particularly in the same company but with the possibility to share ideas in different areas of activity. To not be alone and lonely (...) It is the possibility to gather all these things, the opposite of the private office that proceeds in the “traditional” way in which companies don’t work with each other and don’t have the possibility to develop and let emotions and synergies grow. (C)*
- ➔ *Coworking is about sharing resources, a space and a certain mindset of working in a place where you could collaborate with others. (E)*
- ➔ *A co-working is an excellent alternative to those who have the freedom of choosing their daily office (I).*

On the one hand, Coworking seems to support individual freedom and autonomy, on the other hand, people with different origins, social or political belongings seem to agree on a ‘common sense’ inside a body of shared resources called community.⁴⁷

Coworking as a trend/phenomenon

On some occasions, Cowork facilities and their practices are perceived as a temporary trend or local phenomena. This became more obvious through expert statements like:

- ➔ *Two years ago, Coworking would have been for me individuals working together, networking and individuals growing their own business (...) coming to share a space. (A)*
- ➔ *And suddenly there are big operators, like WeWork who are managing offices for companies. They are receiving benefits to have really flexible work solutions (...) a company [which looks] after and to outsource all the facility management. (D)*
- ➔ *I believe that it is a sustainable future work model. I think people are more productive and happier. The environment that surrounds us during our work day is very important since we spend so many hours there. (I)*

However, regardless of their community processes and practices, counter voices can be found that disagree on categorizing CW as just a temporary phenom, tendency, or, on the contrary, a ‘business idea’ as a whole:

- ➔ *I don't think it ever was a tendency but it can be not really related to the common life circle: To be born, to grow, to fall and to die. I think Coworking is a bit different and already has many lives. (G)*

Linked to social and technological movements (e.g., in Silicon Valley), their appearance has also influenced other topics of interest in society. Design and entrepreneurship, for example, seem to influence the corpus Cowork *vice versa*:

- ➔ *It is a cool place for modern companies to present their employees a new and modern work environment – like corporate offices. (A)*

⁴⁷ Refer to chapter 2.3.3 in which community is defined.

→ *The beginning happened with the portability of machines and the birth of WIFI. Like the new oxygen of a space. Germany and Holland were really advanced in comparison to others. (G)*

Due to techno-socio systems, coworking practices and the perception of “how to be a successful professional has changed” With the peculiarity of the whole start-up or entrepreneur culture, for example, entrepreneurship formed its way in CW communities.

→ *It is kind of a glorified office space of the 21st (E)*

Cowork community numbers are continually growing, and providers get contacted by companies, which had considered CW before as a *flower power movement (G)*. Only with the facilitation process, like a business plan, these movements turned into a tendency and now into, as an expert stated, a new phase: *The Open Source. (G)*

→ *Co-working became for me more enterprise focused and it is also easier from my experience to rent out space for companies than to individuals. (A)*

→ *I see it as a future work model and also there are a lot of companies that are going to convert to be in a Cowork Space. (H)*

In addition to that, global economic challenges, like *Covid-19*, influenced traditional proponents of the ‘closed-office’ work-culture to change:

→ *We have a lot of requests now from companies that want to close their offices because people work from home, but they want to give them an option. [...] This way, [companies] reduce the size of their facilities and they start using CW spaces. (C)*

Lines blurred in between employers and employees, and ‘nomads’ are no longer just travellers. A shred of evidence for that is that related business areas, for example, *Selina Hostels*, implement and promote specific models of Coworking, almost as a lifestyle choice. In contrast, others enter new experimental forms as a response to financial difficulties. Renting facilities for a high amount of money has been a common phenomenon to guarantee income in difficult periods⁴⁸.

⁴⁸ Compare theme (6).

Category b: Personal understandings

As mentioned before, Cowork spaces are deeply linked to the technological and social practices grounded on personal perceptions and interests. These provoke tendencies or cultural trends that manifest in time and space. For some people, specific attributes like the Wi-Fi speed, Phone Rooms, etc. turn almost into currency. Nevertheless, all experts agreed on one remarkable finding: Processes like collaboration within the work ‘next to each other’ are ranked higher in importance when outlining coworking values or general ideas.

- ➔ *CW for me is being in a place where you are able to feel both productive and collaborate in community. To feel more productive with work like you feel at home or in a coffee shop – and at the same time you know you can get up from your desk and you can grab water, go outside or talk with people, get away from the work stuff. A mix of individualism and community. (B)*

Heterogeneity seems predominant in these communities and is welcomed and highly recommended from an innovation or development perspective.⁴⁹

- ➔ *It is focus, energy, a space that offers comfort, you feel at home and you can share ideas with different people and cultures. (C)*
- ➔ *Coworking for me is mostly about co-creation, collaboration and all the co-words that are linked to it. (F)*

However, there seem to be just a few CW space ‘exceptions’ which define their mission well and strive to have a specific impact, for example, in sustainability or educational projects. Research showed that these are the ones who make assessments more often regarding their potential community members.⁵⁰

- ➔ *I felt we are much more than a CW space and I felt that when we are calling ourselves a CW space we are pulling ourselves down to the bad sites of co-working. People just coming and going in, stick there with their phones in, a quite cheap fit out. (D)*
- ➔ *“Uma casa fora de casa” (A home outside home). (...) It is not business it is not an office and it should not centre just around “work”. (G)*

⁴⁹ This has been examined before in chapter 2.2.3.

⁵⁰ As an example can be mentioned *Impact Hub* (unfortunately not part of the Empirical Research) or *Heden Santa Apollonia*.

Finding 1: ‘Co(-)working’ is an open source

It can be concluded that the term Coworking changed its face and meaning over time, including different manifested values. Looking at the written term, it could be examined that the ‘history of Coworking’ is at the same time a ‘history of labour’, a ‘history of technology’ as well a ‘history of entrepreneurship’ ∞. Personal opinions about social (work) practices, linked to experience and location shaped its way. We have to be aware of a familiar pattern: What we see documented as a temporary trend, an apparent evolution or history, is always just a ‘history of success’. What has been validated as efficient in a specific context will manifest. However, CW communities are still able to negotiate with their own experiences and will be able to create different terms that evoke meaningful outcomes.

➔ *The word co-working is like open source. You cannot steal it but use it for almost everything. (G)*

On the one hand, the concept seems to be attractive for temporary labour projects and collaborations. On the other hand, it has good chances to become a long term and sustainable office alternative for remote workers, start-ups, or freelancers. Like a ‘Plug & Play,’ it became a professional self-determination model nurtured by a wide variety of CW memberships, opening hours, facilities, and communities.

(2) Theme: Community

The centre of this work is the appearance of CW communities, their impacts in urban environments, and their constant growth. Their meaning link to social synergies and the following excerpts will investigate development in space. Experts have been asked for existing perceptions about community relevance and their management from a structural perspective.

Category c: Relevance of the community

➔ *The idea is that you work together, that you work with someone. And what it summed up is the community, that is where you end up. I think most of the CW spaces aim to do it but not all of them achieve it. (F)*

To build communities seem to be inevitable in the Coworking landscape. Nevertheless, it can be seen as a ‘royal discipline’ to maintain and develop them. During the interviews, it appeared that we could look at it from two perspectives:

- The relevance for the facility or company itself
- The relevance for the users⁵¹

One of the main reasons why communities are necessary for CW users has been described as the escape from ‘a business of loneliness’⁵² linked to a general work motivation and productivity.

- ➔ *Being somewhere where I see other people working being productive had a positive effect on me. At home it would be myself putting the rules – some days this works and some days it doesn’t. Whenever I need a little more incentive, I think a place like this is very useful. (B)*
- ➔ *They want to have “a chave na mão” – turnkey) (C)*
- ➔ *Most people get completely crazy if they would have to work from home every day. So I think the idea of community for these people is important to establish personal connections (...) a personal and loving bond, but also the professional connection. (E)*

A community could be necessary for the facility itself: Reliance of the customers (regarding profitability and value alignment) and to unite different business locations or ‘scaled memberships’ from the same brand.

- ➔ *It is easy to keep the community strong and a unite of those values if you are present, involved and the glue. But once you start scaling it gets a bit more complicated. (E)*

For both parties it could (members and providers) assumed that

- ➔ *It is very helpful to work in a community that is inspiring, optimistic, encouraging because it will help us to grow, be curious, ask questions, and know other perspectives. (I)*
- ➔ *You have the network. You don’t only network with your colleague next to your table. [And] in personal terms you have the advantage to work from 3 buildings, means more networking. (H)*

⁵¹ By intention the words *members* and *co-workers* are not used because they implicit already its existence and consequences.

⁵² Reference to community relevance in chapter 2.3.3.

Before this is elaborated in theme (3), it is essential to understand the structure and requirements designed and negotiated in communities. What showed up in social and anthropological studies is that organizational structures and their ‘habitus’⁵³ take significant parts in their characteristics. The interviewed experts revealed their opinions and knowledge in front of a broad educational background that has been noticed by the researcher.

Community structures

Experts were asked by the researcher how they consider their communities on a structural level. Almost all parties outlined that they see their communities rather “*as a network [than as an organization] because things happen without you even noticing it.*” (F) More in depth:

→ *I see it more as a network than an organisation, but only my gut knows why. It is professional wise and then new people like me are coming in creating a new dynamic. (A)*

→ *We learn a lot from each other, so I consider it as a network. (I)*

Therefore, network theory could be supported because experts examined the main characteristics identified in theory. The structure of a network is a relational and complex one, based on reciprocity and autonomous reproduction:

→ *If Coworking works well it has a good network. I cannot force that everybody will love it, but I can provide it and there is its possibility to grow in an organic way. (G)*

In addition to that, most of the researched Cowork communities appear as an extension of a larger company or part of another network:

→ *We are part of a very large network of offices that is based in London that is called iOffice. (C)*

→ *I think it is interesting to draw out some insights we have being a global business of what community means in different cities or the appeal of it. (D)*

⁵³ Socio-anthropological term that refers to the physical embodiment of cultural capital (Bourdieu 1986) as well as ritual practices that were described as ‘body techniques’(Mauss,1979). Both are influential and ambiguous concepts that can be related primarily to habits, skills and tastes humans develop in form of culture.

Community as ‘second home’

A common expression used in literature and interviews is the term ‘second home.’ By talking to the experts, it could be observed that some companies transformed this expression into a core benefit⁵⁴ of their CW communities. The idea is to have a community to ‘co-work’ and offer a shared space to ‘go-live’ with emerging new possibilities.

→ *IDEA never was what I learned or felt about the coworking culture. It was not a space created just with chairs and tables. We don’t want people to move very often, we want to create a space that feels like home. (F)*

It reveals that the atmosphere plays a significant role to ‘feel home.’ Another interesting point of view is – even though being a growing network – that every community has its boundaries when it comes to maintaining a ‘well-being’ or ‘second home’ atmosphere.

→ *With my CW we developed a ‘human scale’. A minimum amount of people but also a limit of the amount of “family members”. (...) [Otherwise] it is really difficult to keep the community in space. (G)*

Finding 2: Communities are network-narratives

By asking experts about community structures and their relevance, it was identified that the idea of being organized in a network is predominant. However, depending on the size and limitations (e.g., available seats) of their specific communities, it is either concentrated on external or internal relationships. What could be perceived by the researcher is that smaller communities, for example, *Resvés (B)*, really seem to strive for an emotional bond with their customers to keep the facility occupied, vibrant, and financially profitable. Others scale bigger and create their narratives as self-expressive brands, for example, *Outside (I)* or *Second Home (D)*. A few in the CW landscape, for example, *Now Beato (G)*, chase autonomy within the market and their community. A robust democratic or liberal approach was recognized, especially when talking about change and personal development. A human community limit

⁵⁴ Marketing term that describes the beginning of an product innovation funnel. (<https://expertprogrammanagement.com/2017/10/five-product-levels/>). More than that, Kotler’s research regarding marketing in network economy has been an interesting finding. Achrol & Kotler (1999) state, that organizations of the 20th century tend to “disaggregate into a variety of network forms” which supports the original network thought and assumption of this dissertation. Included can be *internal networks*, *vertical networks*, *intermarket networks*, and *opportunity networks*.

might be an interesting discussion point for the future. Overall, it has been identified that a personal appeal and atmosphere get priority.

➔ *What we really want is the community in a physical way, something that we can touch.*
(C)

Where and how these aspects turn into action, according to the experts, will be outlined in the next theme.

(3) Theme: Community Development

Going more in-depth offers the possibility to understand social processes that appear within a CW community. Especially when it comes to interactions that foster development, a high innovation potential could be observed in certain community practices. To examine Lisbon's motivations and preferences, the CW experts have been asked about their own activities and reinforcements within their communities.

Category d: Collaboration & networking

As mentioned in the theoretical part, here mentioned under the point c) 'community relevance,' is the fact that the organizational structure of a network fosters interaction based on autonomy, reciprocation, and reproduction. What experts examined during the interviews is its realization in space when it comes to interpersonal objectives. Given the term, 'networking' professionals are encouraged to extend and exchange their contacts for getting to know more people and increase business opportunities.

Whiteboards and posters like "I search, I offer," or community slack channels provide necessary support and resources⁵⁵ so that members get in touch. Statements like: examine a reason that this might be highly necessary for community development

➔ *Through social media etc. people are hiding behind their laptops or phones and people don't know any more how to network, communicate or meet people.* (A)

However:

➔ *I love to see here in the space that people even go to the beach together from different companies. They mix and mingle, participating in happy hours. But not all of them are*

⁵⁵ For example, Bots like *Donut* used in Resvés (B) that match people every Monday inside their community to meet new people (<https://slack.com/apps/A11MJ51SR-donut>).

like that. However, I have the feeling that they are not talking business wise, it is more that they are creating relationships. They now became friends with other people, and you see new dynamics here. (A)

This statement points out that networking is not automatically seen as an act of collaboration.

→ *Collaboration happens because we introduce people within the community but also because people feel that they are part of a network. (D)*

According to experts' findings, collaboration can be seen as a developed form of daily interaction based on knowledge exchange and creating benefits for the involved parties.

→ *We also have collaborations, partnerships with restaurants that they get a discount here. (A)*

→ *We have partnerships, it is not us as a service, but start-ups want to have an environment where they can present themselves and share information. (C)*

Nevertheless, interaction and collaboration are not limited in real-time or space and emerge online or in virtual networks. Avila (G), for example, created an internal network application called: *AvilaConnect*⁵⁶. With the help of communication tools that are offered by the community management team, this apparent coincidence encourages social relations that fall into place and give room for more:

→ *We try to collaborate a lot. (...) Slack was helping because it created an interest channel. Some just want to be part of some things like [this] but the real value is when they talk personally to each other. (B)*

Assisted serendipity

As a consequence of these described processes, the concept of assisted serendipity⁵⁷ can be applied. According to expert experiences, its realization can be described in a triangle relationship, wherever members or 'Coworkers' just become 'Co-workers.'

⁵⁶(<https://avilaspaces.com/en/my-office-virtual-office-app/>).

⁵⁷ Refers to Chapter 2.3.5.



Figure 19: Concept of assisted serendipity, developed by the researcher

- ➔ (...) putting out my idea in the air and someone grabbing it. (B)
- ➔ What we always try is to provide a context or a kind of fertile ground for people to meet so we are not forcing people to meet. (D)

As a result, business collaborations or friendships are created ‘organically’ and self-employees profit from faster outcomes when it comes to temporary needs (for example, job offers and professional expertise.)

- ➔ We do a lot of things especially from the business side. Whenever someone new joins our community manager gets their Bio e.g. what they are working on etc. It can be really simple, last week someone told me that they are searching for a head of marketing. So typically if he wouldn't be in a CW he would be at home researching but I just said – ok let me talk with my CM in LA and in London – 5 or 6 networks he would never have accessed. So, I think it just accelerates things sometimes. (D)

Some of the communities even strive to create their virtual networks and applications, for example, *Avila Connect*, so that ‘assistance’ is provided 24/7. Although this offers members a bigger pool of resources, it can be argued that this improves the actual ‘community – bond.’

Because more often, experts revealed their strong beliefs about personal interaction:

- ➔ I tend to go one-one, because I am the connecting link everybody talks to me because they talk to each other. They are maybe more comfortable to talk to me first because I am a representative and the first desk (...). I would do my best to do it the same, to make

it personal as much as possible, because I do believe in the personal and one and ones⁵⁸ (as well as in groups). (B)

- *We did not want to be a lobbying part of things where you just search someone's skills. We prefer to have a coffee together with understanding. (D)*
- *Yes, we try to do it with a personal touch with a human touch, we like to introduce people in the space. (E)*

Category e: Activities & events

Therefore, a big part of building, maintaining, and developing a community is taken by activities and organized events inside or outside CW communities. Experts revealed that the type of activity depend on the member-types and their different preferences.

- *Market-, cultural- and personal interests play a role. (...) We offer Yoga, Meditation and we have a Happy Hour. But we also value small services like bringing fruits etc. that encourage a healthy lifestyle. We had days on which we danced Salsa [,] we went out to Santos or other activities [and] I started organizing a wine club. Right now, everyone is really into socializing (A)*
- *We see a lot of clients with a coffee or wine in their hand during our events that build active relationships to grow their business. It is not only important for the business, also for ourselves. (C)*
- *Heden always organized events like film screening, concerts or talks, weekly lunches or after work beers. (E)*

Next to the idea of socialising and making friends during events, experts gave the hint that activities reveal core values of a community.

- *In order to the community to exist we need to set the tone, I would not say policies but guidelines and I think activities are a good idea to go behind that (B)*

⁵⁸ Common expression for face-to-face conversations with an mentoring approach. In Communication theory of Luhmann (1995), this is translated in the concept of reciprocity with which he describes social relation networks. This can be social systems or mass media phenomena.

Finding 3: Communication is the key

When it comes to community development, it could be presented by expert experiences that processes and practices within the community network go hand in hand, even though some are perceived of a higher level of interest or value than others. Daily interactions and specific one-to-one contact seem to evoke 'socializing' within the community network, described as 'networking.' Although it occurs that social relations manifest in friendships, the action of 'collaboration' is perceived mainly as professional community action. The initial business opportunity emerges through processes that occur in the proposed relational triangle of 'assisted serendipity.' Not only individuals (such as co-workers and community managers) are responsible. Also, communication tools (for example, networks and interest channels) provoke the first contact. Benefits for each party occur, and innovative potential manifests within the community as a whole. However, the activities and events frequently are guided and pre-defined by the institutions' goals and member preferences. This might open the discussion around intrinsic and extrinsic motivation.⁵⁹

(4) Theme: Cowork/-ing Values

In the last question set *Q4* of the survey we explored the fact that CW communities gather certain values that are manifested within their facilities, services and social relations. To examine where they are manifested and in which form, experts were asked about their offered memberships and recorded preferences of their community members.

Category f: Membership

The term 'membership' is often understood as the contract clients agree on, connected with an asset of benefits for the community. The most recorded ones were "Standard and Premium" as well as "Resident and Non-Resident":

➔ *We have the most common ones, depending on the level of flexibility. (A)*

⁵⁹ Intrinsic and extrinsic motivation describe the two types of motivations that drive to work performance. While extrinsic refers to the work its results (positives and negatives) intrinsic refers to the task and its activities that are enjoyable, satisfying or contain individual deeper meaning. (<https://www.psychologytoday.com/intl/blog/creative-leadership/202004/extrinsic-vs-intrinsic-motivation-work>).

→ *We have fix and flex desks. The fix desks are only one week, but the flex desks can be from half a day up to ... (E)*

Flexibility seems to go hand in hand, not only with the members' visits but also with the facility's accessibility. The configuration of the workspace itself seems to be the last asset. What has been understood by expert statements is that CW communities are getting more popular for companies that do not want to invest in a fixed facility, which is at the same time, an advantage for providers.

→ *(...) And then in the other spaces they basically all have fixed spaces, also in the open space. From 1 month to 2 years. If it is a company, we never signed a contract for less than 3 weeks. (E)*

It can be discussed later if this behaviour is a business advantage, especially from a logistic and financial perspective. Experts revealed that since Covid-19 companies offer their employees rented desks to avoid the risks of remote work: for example, boredom, loneliness, and ineffective work habits at home.

→ *We have the standard and premium monthly and then we created after Covid-19 the “once per week – plan “ and “twice-a-week” plan for people that continue to work from home but they want to get away from time to time. (B)*

→ *Once they enter the community they are part of, even the ones who don't pay. We have a 'Free Pass' right now with which you can join all activities for networking (F)*

Next to the variety 'memberships' first hints were the definition of a 'community member.' However, this integrates more than just a specific contract for a specific amount of time:

→ *We have all kinds of people, but we also want people to be what they are. We don't want them to shape. (F)*

→ *I see even the croissant users as community members. I think everybody has something to add, even if they come once per month you never know what kind of serendipity they'll bring up to the table. (B)*

→ *It takes more than a space to create a community. There's a lot of work involved to make people feel welcome and part of something. (I)*

Therefore, it has been asked how providers make sure to be transparent with their memberships and values at the same time, and how they integrate new members within their communities:

Facilitated communication

From an organizational perspective, there are different approaches to welcome and maintain a relationship with their members. That communication and its tone are considered as necessary can be demonstrated:

→ *I am responsible for all the communication, including giving training to the team how they should communicate. (A)*

Most common communication tools like Newsletter or Social Media groups were used for the collective. For the rest, the personal conversation was favoured by community leads.

→ *I mean we have all forms of communication. We have e.g. a slack channel, Instagram, ... (B)*

→ *Emails, newsletters and a slack channel that is really new. We are posting what is up today. Before I was sending out so many emails and I had the feeling I was over communicating like sending out reminders. So, they deserve to be spammed a bit less. I also post it on IG-stories or created events on Facebook and LinkedIn but I stopped doing that because I had the feeling that there was nothing happening. (A)*

→ *[We are] creating our own tools like our App. We are using our newsletter to ask for feedback, the simplest questions will make a difference because you ask them about their preferences. (F)*

What could be discussed is the fact that communication and its platforms are mirroring motivations and preferences of the community members, which depend strongly on their social and professional values. These build the ‘buyer persona’⁶⁰ that is addressed frequently. Their identification is essential for the researcher and the community experts because

→ *CW is an area in which you get people from different sectors and industries as well as different backgrounds. (H)*

⁶⁰ The term “buyer persona” describes a typical representative of one's own target group. With the help of collected data, a fictional person is created who is supposed to describe the potential buyer in detail. (<https://unternehmer.de/lexikon/online-marketing-lexikon/buyer-persona>).

Category g: Social & professional values

According to the theory outlined in studies a set of shared social values are the foundation of any interest group. However, it appears that the agglomeration and realization of these, which results in establishing an own ‘culture’, is not always easy and brings a risk of dissension.

→ (...) *Some of them are not joining anything. We have companies that have a specific culture, or no culture at all, so they don't join at all. (A)*

Experts were not asked directly for their member's professional and social values; however, it has been noticed that when community members are communicating transparently enough, community users with similar values are attracted and more likely to join their communities.

One expert outlined, for example:

→ *Our own values e.g. instance [should be reinforced] – [we are] a company, we are not a benefit corporation, we are not a wecorp⁶¹ but we love to become one or take it even further. We stand for a clear set of values and we make it public. Sustainability, women's discount, being accessible – our features are not revolutionary, but they mean something. (E)*

Not directly a counter opinion, nevertheless the experts share different opinions:

→ *You don't need the same values; they can be totally different. I already had CW members I had nothing in common with. (H)*

Social alignments

Some of the expert statements revealed that although these values exist, rules are not facilitated or written automatically. More often, community members follow common that is man's other behaviour when they integrate themselves in the community.

→ *A space that gives you the opportunity of being surrounded by like-minded people with the same ideology. (I)*

→ *[The] community is definitely my core value here. (B)*

⁶¹ Technological platform that is used by companies as virtual online learning platform and offers clients a maximum of autonomy to optimize their businesses.
(<https://www.telefonicaeducaciondigital.com/ca/web/guest/formacion-continua#:~:text=Wecorp%20is%20an%20online%20virtual,a%20fast%20and%20efficient%20way>).

Furthermore, things like, e.g., putting the dishes into the dishwasher, not talking loud in the open space, could be described as ‘unspoken social contract’ that also influences professional beliefs. It could be observed that people from the same professional background mingle so that companies tend to use that as a factor to differentiate their facilities when economic growth demanded structural change:

→ *Depending on the space we have different people doing different stuff. In Graca a lot of people from the creative industry. In our particularly case we’ve grown really fast and we had to keep changing our focus. It is easy to keep the community strong and to be a unite of those values if you are present, involve and the glue. But once you start scaling it is getting a bit more complicated. (E)*

Next to professional values that seem to manifest in individual work-cultures – members can have multiple ones depending on their environmental adaptation, e.g., to their company, facility, etc. – personal beliefs and cultural influences (e.g., language) regarding interaction and participation.

→ *It is also about their work culture: when they are working, they are working. And especially for Portuguese people I got the feeling that privacy is a big thing. (A)*

Finding 4: Co-work-communities are diverse groups with common ground

It is comprehensive that CW communities in Lisbon offer a diversity of memberships that adapt user motivations, preferences, and the founders’ understanding of profitability. The term ‘membership’ includes material and immaterial resources on which clients/ users agree. The term ‘community member’ seems to be negotiable. When it comes to implementation, the most common difference or division is a “Standard and Premium” as well as “Fix and Flex” Tarif. For every occasion, this means that an update to the basic exists, for example, to gain more flexibility, privacy, or luxury within the work conditions. According to research and experts’ opinions, a big trend is to rent out dedicated offices. CW communities are getting more and more popular within companies that do not want to invest in a fixed facility.

It could be examined by the experts that most communities make sure to be transparent with their membership offers and values. Nevertheless, some of them give more importance to hold and unite the social corpus of ‘being a community member’ than scaling and splitting into memberships. The researcher suggests discussing how vital access and equality (in a democratic sense of having a voice) are essential for maintaining a community. However, with increasing

size or number of locations, this becomes difficult because of members' diversity with their individual professional and personal beliefs. In the professional world, and therefore also in work communities like Lisbon, being trustworthy, discrete, respectful, and responsive could be outlined as the essential characteristics. Personal beliefs and cultural values (barely researched) set the tone and manifest in unspoken social contracts. However, who defines the rules, and how?

(5) Theme: Leadership

The researcher attempted to understand the variety of leader-roles impact when community actions fall into place. Therefore, experts were asked to describe their leadership approach, beliefs, experiences, and how their communities organize themselves.

Category h: Community Guidance

- ➔ *I mean objectively the community manager does not only community management. That would be the equivalent of a guest relation manager in a hotel. They do that, it is a very important part of it but they are also facilitate managers. They are also financial controller of that. Community manager is a broad term that in composes a lot of things and community is one of them. It contains people but on the other hand you have to make sure that the space is running. (E)*
- ➔ *I actually don't like the term of a community manager. And on a personal level that effects how I see and do things here. But I am really into transformation, personal development and relationships. (B)*
- ➔ *Our community managers are not receptionists, they have this need to talk to people, how their day is going and how they are feeling. (F)*

Noticeable is that most of the experts were not satisfied with the description and shared understanding of their job title. Most of the community managers seem to control, facilitate, or manage. They are more guiding and getting involved with the social synergies of their communities.

Governance & Motivation

Sometimes being directive seems unavoidable:

➔ *You are like a kinder garden teacher for grown-ups. They are testing boundaries in all kind of ways (...) Sometimes I feel like the one doing puppet theatre, I am holding the strings and direct everything. (A)*

Here it could be researched in the future if an additional facility manager would make a difference in larger communities; nevertheless, all leading roles were identified from a dynamic and transformative nature.

➔ *What really makes my heart glows is when I am able to be the link between two or more connecting people. my role was to give a little push. (...) I try to bring positivity here and the owner he is on the same page. I would like to say that I am a bit like investigator/ connector and then in the community take it from there. I want to be touched. I want to be touched, drop it and then see if they go. Inclusive as well and transformative, I like that! (B)*

➔ *I think it's more transformative, positive leadership. (I)*

Having a positive impact and motivating people was recorded as one of the core values, followed by linking, connecting, and organizing people. Experts revealed different personal guidelines for handling their roles.

➔ (I):

1. *Push my team out of their comfort zone.*
2. *Provide a level of transparency.*
3. *Meet my employee's needs.*
4. *Listen to any concerns my team may have.*
5. *Set a good example.*

➔ *In my space [...] I don't want to lead, I want to participate. (G)*

The last statement leads this evaluation to its next point, which will reveal the spotted idea of collective authority, rather than sticking to one point of control.#

Community Authority

One the other side of the medal, outlined by survey results, is that community members seem to gain, over time, authority within their community. Counter voices of experts have been

recorded, stating that a collective might organize itself without putting rules on the community that is part of a hierarchical structure.

- ➔ *I believe in (...) a leader who is serving to the needs of others, like reverse engineering. I think everybody should be in charge (G).*

Although this was the only clear recorded statement against the ‘traditional form’ of leading a CW-community, some experts gave hints that the introduced ‘unspoken social contracts, could overtake a governance role. However, community managers would need to intervene from time to time:

- ➔ *The time I step in is when people are talking more than 10 min to each other and longer I suggest them to go to our space outside and there are super understanding. If people are talking on their phones, we have the phone boots. Let's respect each other's place. (B)*
- ➔ *We have guidelines but I think they are obvious. [Autonomy of the community] works through communication and creativity (link Innovation). (H)*
- ➔ *I believe that every place has their own tone and then it is up to the individuals to realize if this is their vibe or not (B).*

Finding 5: Find the right tone, Guidance is unavoidable

Proven and analysed by several social studies⁶² is that the impact of leadership roles is huge in forms of community guidance that foster development within CW communities. To ‘make the best out of it’ community managers, or entitled leads, are hired to control and foster social synergies. However, not every community in Lisbon is pursuing the same approach. The researcher found significant differences and intersections that might determine the future of CW member motivations, preferences, and experiences overall. Some communities are led more directive, which often depends on their more formal business tone. Others try to be inclusive and transformative as much as possible and struggle with the traditional manager role.

- ➔ *We came up with a new role for Idea. I understood that the front desk makes total sense in order to understand the community however it did not make sense waiting for other*

⁶² Achor (2012), Goleman (2000; 2004), and Zaleznik (2000) can be named. Zaleznik, for example, discusses the question if and how managers and leaders are different forms of leaders. Related to their tasks and personalities different impacts occur.

*opportunities. The job role we came up with is called: Member experience manager.
(F)*

It can be discussed in the future to authorize the community itself to lead. However, it appeared that some specific ‘unspoken social contracts,’ like social manners and ethical values, exist and cannot be negotiated. Nevertheless, negotiation is, supposed, an essential factor when it comes to democratic concepts within diverse communities.

(6) Theme: Lisbon

That Coworking occurs mainly in urban or metropolitan areas have been noticed by several scientific authors.⁶³ The experts were asked about their knowledge, experience, and imagined scenarios to examine how CW-communities position themselves in Lisbon's agglomeration. This matter contains difficulties and economic challenges from the present or past and offered an exciting starting point to discuss cultural impacts and the Portuguese labour market's future.

Category i: Urban conditions

That Lisbon is, as mentioned in the introduction, one of Europe’s most popular and greenest cities⁶⁴ to live in could also be supported by expert opinions with the following arguments:

- ➔ *Lisbon is the best place in the world. (...) It is easy to commute, everything is really close [and] it is a city that is popping up, companies are coming and growing here. (B)*
- ➔ *International people, they love the life quality here with the beach nearby and business wise there are a lot of tech companies. (A)*

Furthermore, Lisbon was described as an international city which

- ➔ *...Born out of people that are part of this growing freelancer class, (...) [the Digital Nomads]. (D)*

Besides the appealing factors like the right work-life balance, the climate, the infrastructure, and constant growth in the tech- and tourism industry, the interviewed identified negative aspects that complicate their professional paths.

⁶³ Lynch (2018) – case studies! Counter work about CW in agriculture areas by ...

⁶⁴ In June 2018 Lisbon was awarded the title of European Green Capital due to indicators that concern sustainability in the city (<https://lisboagreencapital2020.com/en/>).

Challenges

- ➔ *The majority of Portuguese people they don't feel comfortable yet to work in a CW space [and] we need to improve our networking in a way that closed people are more open. (H)*
- ➔ *But unfortunately our space is really small so when companies want to grow they have to leave us. (C)*
- ➔ *I think one limitation is that there are a lot of CW spaces and competitors but I try not to see them as competitors because I believe that every space provides something for some people. (B)*
- ➔ *We want to open another building yes, but we are still in the negotiating process. (A)*
- ➔ *I was talking to a lot of people to people they were not returning to work because they live in the industrial parts of Lisbon, far away, Sintra or Cascais –a limitation during Covid-19. (A)*

Although these boundaries, exist, they are independently noticed seem not to hinder future trends that could be an interesting starting point for a discussion.

Future trends

According to expert voices, within the next years, the focus might be bringing companies from all over the world into their communities and convincing them that Coworking is a sustainable work model, not only an alternative.

- ➔ *In our specific case companies are the vast majority of our clients and revenue. But we still like to call it CW because we are fan of the concept and companies they want to share and be part of a community. (E)*
- ➔ *I think in the next years there will coming more international companies to Lisbon, especially tech-companies. (A)*
- ➔ *I see it as a future work model and also there are a lot of companies that are going to convert to be in a Cowork Space. (H)*

Additionally, communities might redefine themselves and leave the original CW path to create their brand and expression to outline their values.

→ *Now we know the people and redefine the brand into a “healthy brand”. Healthy lifestyle, but we don’t want to push people into this specific lifestyle choice. [We have a] after work culture. (A)*

Another trend for the future that has already been introduced in some communities might be a virtual membership. Two types are in discussion:

- Virtual membership that contains companies administration services (postbox, taxes, etc.)
 - Virtual Cowork-Space in which users log in and out to stay connected with a heterogenous work-community
- *We also have now a virtual membership, but this is really new and not on the homepage yet. A lot of people they were asking for it. (A)*
- *we’ve always done virtual offices but I like the combination of virtual offices and the credits to use other services (B)*

Additionally, more flexible membership types, like the previously introduced ‘Free Pass’ with which you join events, could become popular.

→ *I was always for Flex contracts with which you are just part of the ‘big body’ in Lisbon. (H)*

Finding 6: Lisbon is part of Europe’s *Avantgarde*⁶⁵

Table 3: Future CW opportunities and challenges in Lisbon

Future trends	Challenges
Enterprise focused CW spaces with (or without) dedicated offices	Real estate availability, regulations and prizes
International environments	Fast changes in economy
Virtual memberships	Cultural differences
Flex memberships (including other facilities or services)	Scaling and community organization
Sustainability and well being	Growing competition of providers

⁶⁵ Term that describes intellectual ideas, styles or methods that are tried to be implemented although they are very modern in comparison to the period in which they live. (Cambridge Dictionary, 2010, <https://dictionary.cambridge.org/de/worterbuch/englisch/avant-garde>).

It can be summarized that future trends and challenges seem to be balanced, especially when considering the popularity of the work-life balance Lisbon can provide. Furthermore, it showed up that community development is a mental exercise in the first place: *Coworking is a mindset that describes the future of work. (I)* Experts examined that for solving problems as well as a positive change, authenticity and creativity play significant roles:

➔ *I am a designer. I understood that I have to create another form of design after the crises. (G)*

➔ *I believe that every place has their own tone and then it is up to the individuals to realize if this is their vibe or not (B).*

Therefore, it will be discussed next, where to implement findings like these. Results of the CW survey and the outlined propositions of the chapter will be compared and negotiated.

3.4 Results Intersection and Critical Reflection

To make an intersection of the quantitative survey results (Hypothesis 1-11) and the qualitative results of the expert interviews (Findings 1-6), this intersection has been organized according to the following framework, covering three main categories:

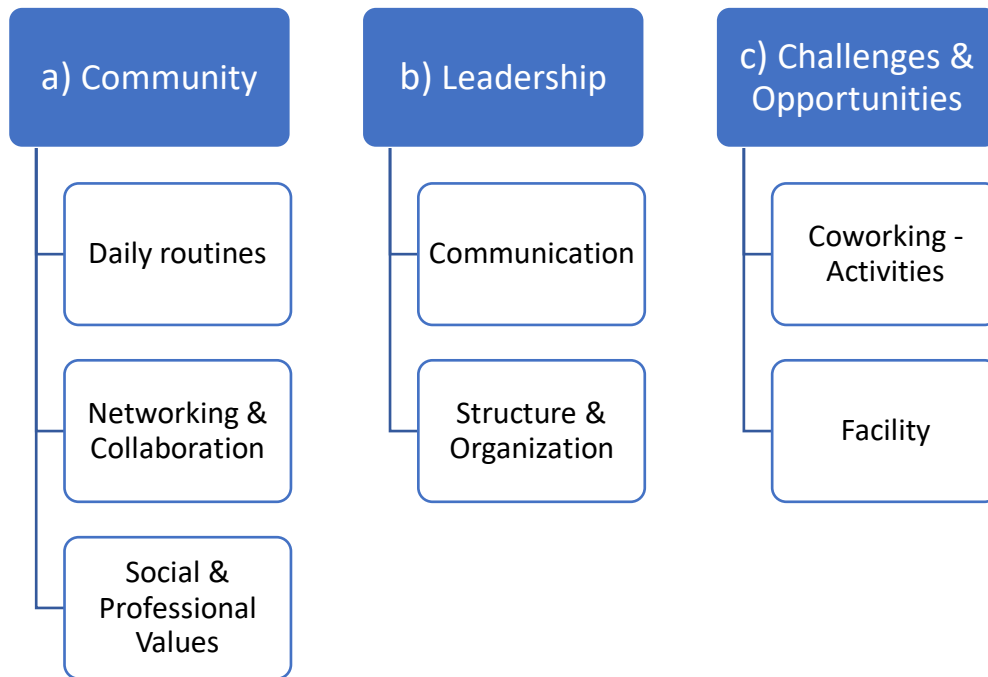


Figure 20: Framework of Critical Reflection

Whenever possible, it was attempted to relate survey hypothesis and interview findings specifically (Table 7). Some expert results could address more than one hypothesis, because they are more broadly condensed. To resume:

1. Co-working is an open source
2. Communities are network narratives
3. Communication is the key
4. CW-communities are diverse groups with common ground
5. Set the tone, Guidance is unavoidable
6. Lisbon is part of Europe's Avantgarde

To avoid repetition, the primary outcomes will be presented just occasionally. Hypotheses will not be arranged in chronological order for a better understanding for the readers. Instead, the qualitative outcomes will be ranked higher in importance.

a) Community

When looking at Lisbon's CW communities' composition, the survey's general demographics confirm the expert propositions in most instances and *vice versa*. The age ranges cover what experts describe in **Finding 1** as the working class of "freelancers," not specified how many are employees or self-employed. Furthermore, experts could validate female and male community members' distribution. Supposedly more men choose the self-determined path of working independently in a CW space, which is why founders and community managers chose to create more awareness for female employees and entrepreneurs. In one specific case, even a female discount is offered to new clients. It can be discussed if similar solutions counteract social injustices or if general reasons *why people cowork*⁶⁶ have to be explored further.

In this specific case, one imagined scenario is that women 'on remote' instead of work from home to support and provide for their family and children. Another scenario could be that there is a general lack of confidence to become a female entrepreneur. This aligns with **Hypothesis 1**: Although women interact (in the scope of this study), they are less involved – or interested – in professional networking and collaboration. When it comes to the rest of the community, **Hypothesis 3** already stated that general awareness of the link between inspiration and collaboration might be missing. Experts could not validate this directly, **according to Finding 3**, but it can be suggested to use the identified concept of 'assisted serendipity' within communication tools for improvement. Theory (e.g., Mattessich & Monsey, 1992; Siisiäinen, 2000) however, outlined already the importance of purpose and resources which define, according to the authors, successful collaboration. To make people understand 'why'⁶⁷ they should participate in community events, and therefore declaring purpose over profit', is next to providing equal shared resources, essential.

Interactions that foster community development establish a general psychological view about what is considered 'meaningful work'⁶⁸ and foregrounded more the individual worker, focusing on motivations, beliefs, and personal preferences. These 'local practices' evoke a complex network influenced by other networks, associations, and social entanglements outlined already in ANT (Latour, 2005). Connected, therefore, is one of the main findings that CW communities

⁶⁶ Waters-Lynch (2018: 194) offers in his work the options of “problematizing standard work”; “leaving standard employment arrangements”; “searching for more meaning through work” as well as “viewing Coworking as a portal to new worlds of work”.

⁶⁷ In economy, the practice of meaningfulness has already found its audience and is promoted by authors who declare purpose as essential resource for every business. Authors, like Simon Sinek (2009), declare even further that outlining the core values is task of every „good leader [that] starts with why“.

⁶⁸ Bailey & Madden (2016).

are used by different type of personalities that purchase a seat in a CW for different kind of reasons. As a result CW providers used introduced options of scaling memberships to target more audiences. It also enables the validation of **Hypothesis 4 and 5** that state that some members are just searching for short-term inspiration and a change in their work routines. Others, e.g., full-time workers, consider their communities a sustainable work environment. Consequently, **Finding 3** confirms **Hypothesis 5** that people do not share the same daily routine (e.g., on meal planning). It also inspires to reflect on activity and event occasions in general – *how to cowork*.⁶⁹

It could be suggested for the CW communities of Lisbon to establish community activities with common interests instead of sharing a daily routine. People might join more likely, and other issues, like blending personal and professional life, could be tackled. That this consideration is important manifests **Hypothesis 6**, which declares that establishing professional connections seem to be more critical than building friendships. According to **Finding 3 & 4**, professional entanglement was also given more attention from the experts. **Finding 6**, however, outlined personal relationships as an essential factor for Expats who want to integrate into their new environment in Lisbon and seek an optimal work-life balance.

This goes hand in hand with the, in theory, discussed learning environments (Loyels & Gibels, 2008). While, in theory, homogenous 'CW niche communities' were considered having innovative potential, according to **Findings 1 and 4**, **Hypothesis 7** can be validated. However, members bond, or even because – they do not share the same personal or professional values. *Social learning theory*⁷⁰ gave first hint that constructed reality is an intersection of several theories. It could be explored further about how diversity functions as a catalyser for 'unspoken social contracts.' The experts outlined cultural differences that might foster a *social learning theory*, which **Finding 6** considers as part of a growing international community in Lisbon.

After zooming into Lisbon's CW communities' specific results, somehow, all results refer back to the bigger frame of social capital in which community activities are bridging and bonding social capital. Therefore oversized theory, outlined statements can be confirmed: social capital and organizational leadership go hand in hand for community improvement.

⁶⁹ Waters-Lynch (2018, p. 202) elaborates its framework related to the "theory of practice "in which he suggests to separate following community activities: "welcoming, introducing and curating; connecting and constructing shared heuristics; declaring purpose over profit; blending the personal and professional, sharing practices as well as shaping institutional logics."

⁷⁰ After Wenger (1998), social learning theory is the intersection of all considered concepts that were touched in theory within CW. Community – learning as belonging; identity – learning as becoming; meaning – learning as experience and practice – learning as doing, build the components of the author's framework.

Additionally, intrinsic motivations have to be in balance with extrinsic ones, a fact that will become more important considering b) Leadership. However, many consider social capital as an "invaluable organizational resource, organizational initiatives [are an] important tool for measuring performance (Almasi et al., 2018: 3) for CW-spaces. Strategies and tactics can be implemented because 'assisted serendipity' does not only evoke through spontaneous encounters; it can also be initiated.⁷¹ What was found out through expert interviews is that many communities in Lisbon are aware of these forms of shared heuristics and try to sustain social engagement by using communication tools or platforms⁷². However, by revealing members' opinions, it has been noticed that communication often is not personal enough. Considering the theory Latour (2005), it can be suggested to focus more on the hybrid digital-physical and distributed forms of emergent organizations. Here, actors – here co-workers – can encode signals in their environment (Latour, 2005). While in the perfect world, the organizational structures of a company that implements community activities are flat. The organizational culture would be based on collaboration. The firm believes that a junior employee's insight is just as valid as that of the CEO. Most companies – and so do Lisbon's CW communities – today still have a hierarchy of some kind. Therefore, to sustain voluntary institutional cooperative endeavours, communities need not only a shared system of meaning, but they also need an institutional logic or leadership structures that support collective activity.

b) Leadership

The most noticed option of the entire empirical research was the role of a formal but inclusive community manager in charge of implementing activities and guidelines within the community. However, **Hypothesis 10** revealed that members do not like to be guided formally, supported by **Finding 5**, which gives additional insights about the expert leader roles. Specific CW communities in Lisbon – for example, *Now Beato* – follow more the idea of anticipation. This should result, paradoxically, in higher participation of the members so that the community can lead itself. It can be suggested to use the noticed, increasing autonomy of full-time workers for alternative 'community lead models'. Mentorships, for example, would underline the personal goals of community managers to be more personal. As a consequence, this also

⁷¹ Additionally the notions of purpose and impact can be discussed. Durkheim (1912) for example outlines within ritual practices the importance of 'Totems' which function as powerful boundary objects that represent values or intentions. Within CW communities they could become powerful symbols that remember of social alignments.

⁷² Examples are *Slack*-channels (*Donut*), social media platforms (*Facebook*, *Instagram*), applications (*Avila Connect*). Waters-Lynch (2018: 265) goes even further when he shared the opinion that "Coworking is a physical embodiment of social media dynamics."

confirms **Hypothesis 9**, which states precisely this missing personal bond. Future solutions should be found to complement **Finding 1 and 6** with which **Hypothesis 8** can be approved: The job description or the terms of “what is a manager” and “what makes a leader” has to be revised⁷³ The author Alex Hillman (2014)⁷⁴ expressed: “I cannot stand the title community manager.” In his opinion, the differentiation of the verbs “to lead” and “to manage” is negotiable. However, it is a mindset work that makes it difficult not to implement a hierarchy and control. In the author’s opinion, ‘unnatural.’ theory revealed the widespread impact of transformative leadership (Waters-Lynch, 2016: 155). However, in practice, most of them do not work out or evoke their specialties. Experts liked the idea of transformative or positive leadership and revealed to put much effort into motivating their members to participate and share their knowledge⁷⁵ Offering analytical and emotional support has been an observed pattern, but not a single point of focus. Moreover, it is crucial to build a sustainable culture of an organization in the way previous theory (e.g., Latour, 2005) described a system – network designed for action and reinforces interactions between people. For further research, it could be analysed Hill’s (2014) model, which relates to the term of a “Tumbler”⁷⁶ that could replace the classic termination of a community manager. Its approach *many to many*⁷⁷ instead of *many to one to many* or *one to many* supports the originally intended co-working dynamic and could be suggested as a leading strategy to foster collaboration. As a counter argument could be remarked, that community members would have more trust-issues within their co-workers when being less guided or autonomous. A first try for evidence by survey results (Table 8), however, recognized no changes in the prioritizing of trust.

⁷³ Zaleznik (2000) outlines societies conflict that managers and leaders have different personalities (while managers operate to maintain, leaders create new approaches and ideas), which is, in most instances, not considered when it comes to occupying leadership roles.

⁷⁴ Suggested by Expert G during a private conversation. (<https://dangerouslyawesome.com/>)

⁷⁵ This also aligns with Hill’s (2014) perception of a “Cruise Director Mindset” that describes managers that put too much love and affection within their communities.

⁷⁶ By Google definition, a person who makes things happen whose job is to encourage people to participate in activities. (<https://dangerouslyawesome.com/2014/04/community-management-tummling-a-tale-of-two-mindsets/>)

⁷⁷ This aligns with Niklas Luhmann’s communication research and work ‘Social Systems’ (1995) in which he describes society as a social systems that is self-producing or self-constructing. The theory of autopoiesis was originally developed to explain the particular nature of living as opposed to non-living entities but many authors have tried to extend the domain of the theory until it found an echo in practice.

c) Challenges and Opportunities

As outlined previously, the discussion around leadership plays a significant role when it comes to community development. It appears a challenge and an opportunity for the future to distinguish and create meaningful Coworking environments. **Finding 1 and 6** have grasped implied facts that are forecast in the survey differently. Whereas experts see an increasing collaboration potential only within enterprises, **Hypothesis 11** demonstrates the potential of a whole new generation of co-workers: While analysing motivations and preferences of the community members, a cut emerged in most instances in the age group of 18-30 years old. On the one hand, it amplifies that the 'new generation of co-workers deals more confident with changing work dynamics'⁷⁸; on the other hand, entrepreneurship's impact, for example, a developed set of soft-skills, might be underestimated. According to Waters-Lynch (2018), a possibility and future of work are in "cultivating immaterial commons" (p. 373) with which "groups can collectively create, maintain and manage the utilization of shared resources" (p.371). When it comes to realization and innovation in space, theory pointed out that creativity plays a significant role (Dvoulety, 2020). However, even if it comes to entrepreneurial communities, it can be supported "funky design features are far less important than their social structures, where workers feel a sense of individual autonomy that's still linked to a sense of collaboration." (*Fast Company*, 2020). Therefore it could be applied for a similar term, the *Culturpreneur*, which has been introduced already by Gandini (2015). Finally, the trend of virtual CW-offices that were imagined by community managers should be mentioned. Networks that connect independently from co-workers' location could melt the gap of 'remote'-worker and what is considered as a CW-space user. Pioneer solutions, for example a flexible membership that allow a bigger audience to join networking events were already introduced in communities (e.g. IDEA). This supports the complexity of network economy theory (Achrol & Kotler, 1999) and can be proposed as one possible explanation for the participants' survey fall-out rate. In this case, most likely, participants felt part of an immense CW-community corpus over time, not "currently" or one in specific.

Overall, the community members' perspectives aligned in most instances with the expert experiences. However, the researcher noticed a higher optimism, most likely in community

⁷⁸ John Higgs (2019) offers within his book "the future starts here," as well as in his film "Generation Z & The Breakfast Club," a provoking explanation. He illustrates a sensible new generation with a missing sense for a rebellion that might have, on the side of the medal, a higher capacity for empathy and trust because of growing up with technology.

managers, regarding collaboration and networking aspects, balanced and covered by the previous theory. Nevertheless, a lack of awareness of how social synergies can benefit was sensed, even if the group of younger community members showed higher entrepreneurial tendencies on the community members' side. The experts denied none of the survey results. However, the impact and relevance of directive and formal leadership, in some cases, was overestimated. The matter of friendship was at odds with the members' opinions that seem to have a preference towards professional networking. The bundling of the personal and professional seems to be a source of promise and opportunity, especially when considering the actor-network theory, but also a source of encountering problems. A hybrid, digital-physical environment encodable for every actor and based on a shared system of values might be the key. Personal communication has been recognized as part of it. For future research, a larger scope and different methodological options, such as coding data⁷⁹, could be suggested. New methods could enrich the qualitative research to focus on social processes and interactions rather than on thematic categories. Inside communities the frequency of member experience surveys could become an essential factor when it comes to community development.

⁷⁹ Coding is an in research used analytic process that fragments participants' emic language into small analytical units (for example, in vivo coding), which enables sociological deductions. Like Strauss (1978) or Charmaz (2014), theorists researched this data procedure more specifically.

IV. CONCLUSION AND IMPLICATIONS

This dissertation aimed to explore Cowork Communities in Lisbon to understand the most relevant factors for their development. Communities are networks. Two main challenges were identified from the outset: The concept and definition of CW are not clear enough. Second, the different factors and user preferences that led to 'work culture' are not analysed enough. These challenges transformed into the need for 1) a clear definition of CW and networks, 2) an understanding of the role of social capital, collaboration and organizational leadership regarding CW communities, 3) the identification of the community factors and user preferences that allow business leaders and freelancers to make informed decisions when choosing a CW environment that suits to their unique context. By further exploring Lisbon's CW-communities that have been accessible for the researcher, different areas of interest appeared. These contain theoretical resources and empirical knowledge that promise to foster social capital and collaboration within community development.

The definition and the understanding of the term Coworking have always been, and remain, diverse until today. The proliferation of definitions which was given by theory and expert interviews shows the dynamism generated by the concept of Co-working and is justified by the youth of its approach. This may also produce some confusion that hinder more effective progress within the field. However, in the scope of this work, co-working has been differentiated from other alternative forms of work, such as corporate-, home-, or mobile-offices that can be counted also as “third places”. CW as a shared workplace, defines itself through a transforming community that contains within its practices autonomy, shared resources and knowledge. It is open source. Its history can be seen as a ‘story of success’ that contains many other histories, for example the ones of labour and design. CW is impacted by socio-technological changes. It can manifest in actions, or within facilities, but mainly it is determined by its network of relationships. Here, in its institutional logic called community, it fosters development and innovation inside communities. Social capital is a required resource and, simultaneously, a result. Changing capital can turn into a symbolic one that establishes meaning in society. Cultures can be built out with their individual norms and values. What could be introduced with the theory of social learning, is that heterogenous environments are essential for negotiation. For a sustainable ground, however, declaring purpose over profit within community activities, requires essential bonding assets. Theory and research constrain the importance of trust, mutual recognition and equally shared resources for their diverse forms of participation.

Inside CW-communities several member-types could be found that strive for different levels of intimacy and social engagement. Co-workers do not have to join every activity – no participation can also be counted as a revealing act. Ethical and cultural values build the frame in which communities develop. The structure of diverse relations and interests organizes itself in a network that co-exists, cooperates, and collaborates. Former *ANT* applies within a new generation of co-workers. Its younger age-group deals with technical mediation to the extent that their identity concept builds. Like individuals, also the collective is its own learning environment, influenced by factors like building Identity, community, practice and meaning overall. To simplify these processes the word ‘purpose’ is used by the researcher. Besides that, CW-communities are part of many networks, for example of external market competitors or other (virtual) relations. These have been under the lenses in the empirical part of this dissertation:

Due to many reasons, Lisbon is a popular place to live. Many co-workers can be considered as part of a growing tech and start-up scene, and good climate compared with southern lifestyle attract various people. These, and other factors, result in a favourable work-life balance that is sought by an international audience, called “Expats”. Whereas general reasons why co-working and communities are relevant were primarily discussed in theory, empirical research revealed the users' insights. Hybrid calm workplaces that inspire and offer networking activities are favoured. Furthermore, familiarity and personal communication have been highly valued which was outlined by the expert interviews. To understand how to foster innovation through organizational leadership, extensive research about collaboration and leadership factors was executed. CW experts in leading roles were asked in semi-structured interviews for their opinion. In most instances, this revealed specific insights about their communities and leadership tasks. Nevertheless, it has been agreed on, that their implementations, for example, community activities and tech-solutions, define the idea of Co-working. Their 'breeding environments' are diverse and often ‘problem solved oriented’. Sustainability and well-being have been big topics, mirroring trends of their city environment. By focusing on social learning theory, it can be claimed that heterogeneity enables 'co-working.'

According to most of the expert opinions, co-work can be used as an active verb. It describes a higher level of consciousness and interaction between community members who would usually share a workplace and sit one to another. They are engaged and involved in community activities, although having different motivations and preferences. In the interview process it stood out that activities and events often reflect the founders' core values and general community purposes. In order to foster innovation, it is necessary to work with internal and

external implementation. Collaboration partners, such as other CW spaces or local businesses, function as an extension of their networks. When it comes to the realization, creativity and communication play the significant role. Declaring purpose and being transparent has been considered as necessary, especially in the leadership sector. What can support this tendency is that within all stages of this work, a form of guidance is present and matters; however, the task-oriented community manager is 'dead.' Most community managers expressed dissatisfaction regarding their formal job description and strived for more inclusiveness. In one specific case, the idea of anticipation has been pursued, with the desired result that the community can lead itself.

In general, the researcher consults as Community Guidelines:

- Reveal the value of co-working
- Focus on transformative leadership with positive reinforcement towards community member participation
- Maximize your ROI⁸⁰ and create opportunities for networking and collaboration by implementing internal and external community activities
- Build a diverse community within your space that maintains a 'common sense.'
- Create an environment that allows working productive and healthy
- Do not focus too much on competitors, rather set your individual tone

Building a 'culture of collaboration' is not a short-term result. Trust and empathy, as part of social capital, are necessary to foster the dynamics of innovation.

To grow a community might be difficult for the following reasons:

- CW-communities are primarily limited by real estate and are just able to keep members until a certain size
- Due to entrepreneurial factors, there is the risk that start-ups 'grow out'
- The fluctuation of co-workers in 'hyped' cities like Lisbon is high because there is a higher percentage of international digital nomads
- In some (company-) cultures remote and coworking is not fully accepted yet
- Crises management mechanisms are not developed enough so that communities sustain

⁸⁰ By definition, „the return of investment“ can be measured by several factors, including success and initial investment. Retrieved from: <https://dictionary.cambridge.org/de/worterbuch/englisch/roi>, 02.11.2020.

For all their variations, most CW-spaces tend to strike that careful balance between needs, motivations, and preferences in ways that neither solo freelancing, nor the traditional office experience seem to provide. It does not matter which community we are set up; if we understand and respect co-working in its original form, we will all develop and (re)find us somewhere in the network as a *Tummler*⁸¹. It has been proven that formal and single points of leadership is not the optimal organizational form to foster community development and innovation. What had been approached by communication and network theory is the relevance of „many to many“ which fosters not directly collaboration, but collaboration practices. Appendix E shows how a life-cycle within different community members could look like to foster development and innovation. In between these connections, we will find expertise, direction, meaningful personal relationships, and better work. It has been proven that work relations, such as in and around CW communities, are not anymore only motivated by financial transactional exchanges. Moreover, culture, collaboration, and creativity are guiding today’s work environments to *culturepreneurship*⁸² and innovation. Social capital can be exchanged into a financial or symbolic one. It is a collaborative practice field which influences how we see organizations and communities in general - as networks of discourse, narratives, and open-ended social processes.

⁸¹ Refers to chapter 3.4 and the concept of (Hill, 2014).

⁸² This neologism of the author refers to the term of an “Culturepreneur” which has been introduced by Gandini (2015) in theory. Here, the expression should represent a non-competitive and socialized philosophy of work that is, although focussing on social factors instead of profit, till linked to entrepreneurship and innovation.

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Appendix A: Survey Guide

Entry Question:
Are you currently member of one of Lisbon's co-work-communities?
Demographics:
D1: Gender (male/female/other)
D2: Age (18-30; 30-45; 45-65+)
D3: Co-Work experience (newcomer/consistent user)
D4: Estimation of Members in CW community (0-250)
D5: Days per week in CW community (1-2/2-3/3-5/5-7)
D6: Lead in CW (Host/facility manager; community manager; community leader; the community itself; nobody)
Set 1: (5 Items of Agreement/Disagreement: Agree – Somewhat agree – Undecided – Somewhat Disagree – Disagree)
In general, a co-work space is a place where...
<input type="radio"/> you work on your own without disturbance
<input type="radio"/> you find inspiration for work and projects
<input type="radio"/> you get to know people through activities
<input type="radio"/> you connect with people from the same professional background
<input type="radio"/> you collaborate with other co-workers
Set 2: (5 Items of Frequency: Always – Most of the time – About half the time – Sometimes – Never)
In my co-work-community ...
<input type="radio"/> I interact with other co-workers
<input type="radio"/> I collaborate with others regarding work and projects
<input type="radio"/> I participate on community activities and events
<input type="radio"/> I join co-workers for meals
<input type="radio"/> I trust my co-workers
<input type="radio"/> I share the same values and ideas than my co-workers
<input type="radio"/> I feel guided by the host/manager/leader
Set 3: (5 Items of Frequency: Always – Most of the time – About half the time – Sometimes – Never)

I consider that my co-workers ...
<input type="radio"/> interact with one another
<input type="radio"/> collaborate with others regarding work and projects
<input type="radio"/> participate on community activities and events
<input type="radio"/> join each other for meals
<input type="radio"/> trust one another
<input type="radio"/> share the same values and ideas
<input type="radio"/> feel guided by the host/manager/leader
Set 4: (Ordering/prioritizing eight attributes)
Which attributes do you value the most in your ideal co-work community?
<input type="radio"/> working without distraction
<input type="radio"/> inspiration for work and projects
<input type="radio"/> professional networking
<input type="radio"/> work collaboration
<input type="radio"/> making friends
<input type="radio"/> trustful environment
<input type="radio"/> formal/institutional guidance
<input type="radio"/> activities/events

Appendix B: Interview Guide

1. Because of the proliferation of terms referring to CW I would first like to know what Co-working means to you (ideas, values, definition?)
a. How you write it?
2. According to your definition, do you consider CW as a temporary trend, a phenomenon (e.g. in big and unique cities like Lisbon) or a sustainable future work model?
3. Why do you think working in a community has relevance?
a. Do you think your community in specific can be considered as an organization/network?
4. Assuming that your community is both (an organization and a network) which processes need to be reinforced so that members get profitable outcomes?
a. Assuming that your community is both (an organization and a network) which processes need to be reinforced so that members get profitable outcomes?
5. Do you segment your services? (Memberships, different services, different business models, Abos etc.)
a. Why? How this fit into a democratic community approach?
6. Do you think all CW users can be automatically considered as community members?
a. If yes, would you say they share a “common sense” (values, vision,...) ?
b. If no, what makes the difference?
7. How do you motivate your community to participate activities/events ?
8. Regarding developing and the general participation in your community how important do you consider your position?
9. Could you describe your leadership approach? (transformative, transactional, positive etc.)
10. Why could you describe Lisbon as optimal environment for CW communities?
a. Why not, what limitations do you see to implement the CW model?
b. What do you plan to improve in your Community within the next two years?
11. Do you have a collaboration with another CW-space or organization in Lisbon?
a. If yes, which events you run together?
b. If no, how you deal with the big competition? How you try to differentiate?

Appendix C: Call for expert interviews

CALL FOR AN INTERVIEW

In the scope of my MA thesis in Communication Sciences at Universidade Católica Portuguesa, I am looking for interviewees to explore the development of Coworking-communities. My research is related to social resources, communication/network and leadership theory. In specific I deal with the motivations & preferences of Cowork-Space Users. Preferably interviews will be held in English. If you do feel not comfortable with giving the interview in English, I do communicate also in Portuguese, Italian, French or German.

Length: 30-45min

Period: mid-July to September

POTENTIAL QUESTIONS ABOUT:

- Your definition and opinion about co-working
- Relevance and development of a working community
- Membership and Leadership (personal experience)
- Co-working and innovation



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**I LOOK FOWARD TO HEAR
FROM YOU !**

Appendix D: Transcripts of the experts

D 1: Interview Transcript Anni Sopp – *Wood – Work is Good*

Date: 10.08.2020

Location: Wood, R. Mouzinho da Silveira 32, 1250-096 Lisboa

Duration: 46min

Name: Anni Sopp

Gender: female

Age: 31

Co-Work Experience: (Wood founded in September 2019)

Work Sector Before: Worked for WeWork in Germany

Position: Community Manager

Because of the proliferation of terms referring to CW, I would first like to know what Co-working means to you (ideas, values, definition?)

Ok, wow. This is a really general question. I would have said two years ago Co-working would have been for me individuals working together, networking and literally, individuals growing their own business and coming to a space to share a space. I would say 100% from my experience, from my 1.5 years' experience, it is a cool place for modern companies to present their employees a new and modern work environment – like corporate offices. I worked in Berlin for one of the biggest.....

This is also the easiest way for companies. They don't have to take care of facilities, cleaning, drinks. Co-working became for me more enterprise focussed and it is also easier from my experience to rent out space for companies than to individuals

How you write it?

I am confused about that. I write it all together without a hyphen. For WOOD we write all together in small letters. (Explanation followed)

According to your definition, do you consider CW as a temporary trend, a phenomenon (e.g. in big and unique cities like Lisbon) or a sustainable future work model?

I think it is a work model, but one that needs some work meaning it needs some development. Coworking has been there before. But for example WOOD redefined the whole idea about CW. CW is more sexy like for an example the *Regus* concept. We have for example here a lot of day light, coffee and drinks are included into the price etc.

So I just going to resume your ideas that CW as a concept has always been there as a concept itself and now it turns more into a lifestyle concept, including that the term is trend. Could you replace the term?

Yes. CW in an operational scale is taken away from companies which don't have to take care of it anymore, so they also don't need an office manager anymore.

Why do you think working in a community has relevance?

Through social media etc. people are hiding behind their laptops or phones and people don't know any more how to network, communicate or meet people. Also from a culture perspective

– some cultures e.g. the Germans they are not super open-minded. It is a way of meeting new people. I love to see here in the space that people even go to the beach together from different companies. They are mix & mingling, participating happy hours. But not all of them are like that. However I have the feeling that they are not talking business wise, it is more that they are creating relationships.

One thing funny to see were our happy hours we organised online during covid19. There were even more people joining, people who never joined before. They became now friends with other people and you see new dynamics here.

Do you think your community in specific can be considered as an organization/network?

I see it more as a network than an organisation, but only my gut knows why. We have here in this for example a lot of tech- oriented companies. It is professional wise and then new people like me are coming in creating a new dynamic.

Assuming that your community is both (an organization and a network) which processes need to be reinforced so that members get profitable outcomes?

I think it depends on the kind of people that are in the building. Market-, cultural- and personal interests play a role. We are a premium CW space, focussing on work-life balance and on Yoga & Wellness (we are opening a beauty room...) However 80% of the people here are male – sorry I am opening up now – I want to say there are also people who are not interested in that

<< *Ok. I going to replace the word processes into activities or actions.* >>

We offer Yoga, Meditation and we have a Happy Hour. But we also value small services like bringing fruits etc. that encourage a healthy lifestyle. At the moment we only have max. 10 people gathering, because we stick to Covid19 regulations. But before we had always around 30-40 people together here, coming down for lunch or Happy Hour. It is about having the space, or going out in the area. We have also collaborations, partnerships with restaurants that they get a discount here. I am currently working on a couple of things because WOOD just recently opened (September 2019) and we were never fully staffed. I am doing communication, social media, everything. And yeah it is about the little things like the playlist that make everyone happy. We had days we danced Salsa, on which you could see that everyone was just really happy. We go out to Santos or other activities, like I started organizing a wine club. Right now, everyone is really into socializing. For them it is like an escape. They could easily work from home but they decided to come here because the community team is super nice and they could have at least a few interactions. Covid19 is a really specific situation.

Do you segment your services? Memberships, different services, different business models, Abos etc. Why? How this fit into a democratic community approach? Is profitability more important?

We have open resident; open resident and flex-resident yes. We also have now a virtual membership, but this is really new and not on the homepage yet. A lot of people they were asking for it.

How can I imagine that?

They have their business address here and we take care of mail and packages. They get 2 credits a month, means they were able to work a day from here or booking a meeting room.

I saw that the memberships have different services or accessibility included. So the original idea of an community is organized democratic, meaning everybody is equal. How you justify your approach that you offer several memberships?

I don't know how WOOD decided that but we have the most common ones, depending on the level of flexibility. In addition companies can also rent a whole floor. We also have a lot of requests from people who just want to have one open big space, I will show you the space. We could have rented out the first floor 5 times.

So you differentiate because people don't want all? You are doing that for their advantage as well?

Yes, we can offer a lower price as well. It is the first building and you have to learn from what was good and what not. We are a premium space but we have to target like a specific group of people. Now we know the people and redefine the brand into a "healthy brand". Healthy lifestyle, but we don't want to push people into this lifestyle choice.

Do you think all CW users can be automatically considered as community members? If yes, would you say they share a "common sense" (values, vision,...) ? If no, what makes the difference?

No because some of them are not joining anything. We have companies they have a culture, or no culture at all so they don't join at all. One example is for example that they have a clause that they cannot bring a dog to work, or on Friday that they all meet in a bar nearby, after work-culture. What we are doing is we add something to their life. During Covid19 we had a company they did a lot of trainings so we tried to cooperate with them for the whole Wood space because they offered super interesting trainings about e.g. mental health issues. That's what I mean with culture. But also the Portuguese culture is really strong. Some of them just have kids or are already married. But for the internationals, when there is starting a new guy in the company suddenly all girls are up for drinks (another kind of culture *laughing*). This all of course depends on their age. Often if they have family they just wanted to go home after work and are not joining this activities.

How do you motivate your community to participate activities/events ?

So, emails, newsletters and a slack channel that is really new. We are posting there what is up today. Before I was sending out so many emails and I had the feeling I was over communicating like sending out reminder. So they deserve to be spammed a bit less. I also post it on IG-stories, or created events on Facebook and LinkedIn but I stopped doing that because I had the feeling that there was nothing happening. We opened up at one point with our wellness program for everyone because with Covid we spoke out loud "Hey, we are all going through this together". We pinned on each floor the program and we put it on desks notes with our partners. But also in person when they are passing by the reception e.g. for lunch we say xy! At the moment companies are really busy so I stopped walking around the whole building. It is also about their work culture: when they are working, they are working. And especially for Portuguese people I got the feeling that privacy is a big big thing.

Regarding developing and the general participation in your community how important do you consider your position?

Oh yeah...I mean, I am responsible for all the communication, including giving training to the team how they should communicate. Also I am really careful about to say it but I am part of a community team that I used to define. But at one point I stopped it because you are like a kinder garden teacher for grown-ups. They are testing boundaries in all kind of ways: discounts, coming k or flipping with beer caps around. It is more like holding everything together.

Do you isolate yourself then from the members or do you join and mingle with them?

I am joining them but there is somethings the language barrier. The Portuguese they e.g. speak the whole day in English so in the evening they are tired and just want to chill out to talk in Portuguese. But I am talking to them, I am 100% part of it. I kind of miss it because when we did not have a receptionist I knew always what is going on. Now I am doing more some project work we did not had capacity for. But now I am trying to always sit here or go on another floor for one day a week so I can chat with them. There are different types of members. Some come and go, some say good morning and from some I don't even receive it back. I see that there needs to be someone that directs everything a little bit, especially the community and the socializing. Sometimes I feel like the one doing puppet theatre, I am holding the strings and direct everything.

So you would describe your leadership approach as directive ...?

Directive but inclusive yes.

Why could you describe Lisbon as optimal environment for CW communities?

I think in the next years there will coming more international companies to Lisbon, especially tech-companies. For international people, they love the life quality here with the beach nearby and business wise there are a lot of tech companies.

I mean I was talking to a lot of people to people they were not returning to work because they live in the industrial parts of Lisbon, far away, Sintra or Cascais – this is a limitation during Covid.

What do you plan in the next 2 years?

We want to open another building yes, but we are still in the negotiating process. I think through Covid, working remotely is becoming a new trend. So right now we have also companies leaving this space here because they rent a space for 40 but just need one for 10 now. Or the other way round. Or we have companies that rent a space here just until their own office is built. It is bit of contrary but everybody now wants to enjoy the social part and mingle so the community part is becoming a way more important. Everybody has been done work remotely but people get bored of it alone so they want to come here and they will be happy to work in a place like that.

Do you have a collaboration with other CW-space or organisation in Lisbon?

No not really. Event stuff etc. everything is on hold. We were really planning to do this and that was also one of the main reasons why they hired me. I used to work for a Canadian company.

They created events and that is how they make their marketing. Hosting and holding events. This is taken away from this year but we will stick to our wellness plan, making happy hour and maybe 1-2 wine club.

How you deal with competition?

We are way more expensive than other buildings, but if you have a tour here and you see the space and the quality how everything is built construction wise (I mean we also have showers).

Great, let's do it.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	It is also about their work culture: when they are working, they are working.
Inspiration for work & projects	they did a lot of trainings [during Corona] so we tried to cooperate with them
Professional networking	people are hiding behind their laptops or phones and people don't know any more how to network, communicate or meet people
Work collaboration	We have [external] collaborations: e.g. partnerships with restaurants where members get a discount.
Making friends	Right now, everyone is really into socializing. They are mix & mingling, participating happy hours. [Some] became now friends ...
Trustful environment	(...) you see new dynamics here.
Formal/institutional guidance	But at one point I stopped it because you are like a kinder garden teacher for grown-ups. They are testing boundaries in all kind of ways.
Activities	Now we know the people and redefine the brand into a "healthy brand". Healthy lifestyle, but we don't want to push people into this specific lifestyle choice. [We have a] after work culture.
Key – Statement	Sometimes I feel like the one doing puppet theatre, I am holding the strings and direct everything. [This is our] first building and you have to learn from what was good and what not. It is about the little things, like a playlist that makes everyone happy.

D 2: Interview Transcript Mariana Nepomuceno – Resvés

Date: 11.08.2020

Location: Resvés – R. Saraiva de Carvalho 1C, 1250-240 Lisboa

Duration: 46min

Name: Mariana Nepomuceno

Gender: female

Age: 34

Co-Work Experience: 1.5 years (Resvés founded in February 2019)

Work Sector before: Marketing, Freelancer

Position: Community Manager

Because of the proliferation of terms referring to CW, I would first like to know what Co-working means to you (ideas, values, definition?)

CW for me is being in a place where you are able to feel both productive and collaborate in community. To feel more productive with work like you feel at home or in a coffee shop – and in the same time you know you can get up from your desk and you can grab water, go outside or talk with people, get away from the work stuff. Mix of individualism and community.

How you write it?

All together in small letters. *(I just ask about this because of the original idea...)*

Yeah, when I actually started working here I looked it up what is the correct way to write it and I saw the hyphen – I just don't like the hyphen. It looks old school.

According to your definition, do you consider CW as a temporary trend, a phenomenon (e.g. in big and unique cities like Lisbon) or a sustainable future work model?

I see it as sustainable for sure and the Covid situation had shown its value. I know from my personal experience, I was a freelancer for a long time, I was the kind that wanted to save money. I didn't want to spend the money when I could do the same thing with the same benefits in a coffeeshop. But then I came here to Resvés because one of my colleagues from *Surfoffice* worked from here and I would come with him once per week to work with him. I realized that on that day I was more productive than on all the other days off the week. Being somewhere where I see other people working being productive had a positive effect on me. Me at home it would be myself putting the rules – some days this works and some days it doesn't. Whenever I need to be a little more incentive, I think a place like this is very useful

You are actually jumping into my next question is about the community relevance. So I get from your last answer that the community actually motivated you to work?

Yes exactly. Because what I missed the most when I worked from home on my own was I wanted to say an idea out loud. Because when I wanted to share the idea with my teammate I would have need to jump on a call which is way more fiction than just putting out my idea in the air and someone grabbing it.

Going back to the rules you mentioned you have when you work at home. What kind of rules you felt here in the CW?

Here for me I noticed that whenever I caught myself daydreaming I would see other people being focussed and I would just like: Ok Mariana, do your thing. The social aspect helped me to be more productive. And one thing I learned being the community manager here is that everyone has its own style. That is how a CW space works. And there are people they arrive at 8; they don't want to talk but as soon as the hour reaches 6 o'clock they want to mingle.

What you think about the idea that the CW community is organized like an organization or network?

What do you mean?

I am going to break down the idea on a structural level

So my passion are people and what really makes my heart glows is when I am able to be the link between two or more connecting people. And so when I started here, they were people they did not really talking to each other – my role was to give a little push.

The place sets the tone where the connection starts and where the community is going to be. In order the community to exist we need to set the tone, I would not say policies but guidelines and I think activities are a good idea to go behind that. I thought it is on me that people start talking to each other so we started the community lunches. In the beginning really simple – I just said: “ Hey guys, Thursday 2 pm, bring your lunch we are sitting outside together. And that already made a big difference - they started talking to each other what they are working on and the collaboration started.

How do you motivate your community members to participate activities?

I tend to go one-one, because I am the connecting link everybody talks to me because they talk to each other. They are maybe more comfortable to talk to me first because I am representative and the first desk. So when they are new they are maybe a bit shy. I ask them xy...I explain and I try to get as personal as possible. And once we are together usually the conversation just flows, and if not then again I feel in charge to investigate the conversation and let it flow again.

Would it be the same if your community would be bigger, would you do the same, would you be able?

I would do my best to do it the same, to make it personal as much as possible, because I do believe in the personal and one and ones (as well as in groups). I mean we have all forms of communication. We have e.g. a slack channel, Instagram,...

If we think in the way of processes, which ones need to be reinforced so that members get profitable outcomes?

Sorry, do you mean more in the way of professional networking? Linking, teaching,...because going back to talk organizational wise....I believe that every place has their own tone and then it is up to the individuals to realize if this is their vibe or not. And me as a community manager I am in charge to create that tone and in here in Revés we try to keep it deep working wise level during productive level. It is part of being productive to take breaks as well, going outside and talk to each other. The time I step in is when people are talking more then 10 min to each other

and longer I suggest them to go to our space outside and there are super understanding. If people are talking on their phones, we have the phone boots. Let's respect each other's place.

Do you know the term of assisted serendipity?

No (explanation follows...) Oh yeah, definitely! I think we had an example, slack was helping because it created an interest channel. Encouraging everyone to introduce themselves and a little bit what they are doing; where are they from or passionate about. So we had two new members and they both happened to do something really niche and it was very similar. And as soon we introduced them to each other the same day they had lunch together. That's my gema, I love that shit. I started to do other small things like bringing a big bottle of water and put some fruits so that people have an excuse to walk and talk to each other. It is also right in front of the member board where they can see what people are doing.

Do you segment your services ? I researched flex, standard, premium and independent....

Oh, so the website needs to be a bit updated. The flex we are not advertising it anymore with covid because it is a shared table like this [round]. People would be sitting too close to each other. We have the standard and premium monthly and then we created after covid the "once per week – plan " and "twice-a-week" plan for people that continue to work from home but they want to get away from time to time. To have another scenery and people are really enjoying it.

I saw a lot of virtual memberships offered recently....I wonder if this is doing well ?

Yeah actually they are having a lot of requests recently....

This is an interesting combo cause we've always done virtual offices but I like the combination of virtual offices and the credits to use other services. How they keep track, do you know? ...

Do you think all CW users can be automatically considered as community members?

Yeah, I see even the croissant users as community members. I think everybody has something to add, even if they come once per month you never know what kind of serendipity they'll bring up to the table. I started to create a board " I need, I offer"...

Oh I forgot to tell you greetings from the guys from Ericeira...

I think we both got inspired by *creative mornings*. It started in NYC and it is global now, usually free. There was one in NOW Beato in Maravilha

It is interesting what you said regarding "everbody has something to add something because of the democratic core values that communities (should) include.

Exactly, they came here for a reason and everybody has something to exchange with each other. And you used the words beautifully that a community is definitely my core value here. Some just want to be parts of some things like the slack channel but the real value is when they talk personally to each other. That brings more value and it helps with the retention I think. The slack channel is getting more and more active and the community is using it

Could you describe your leadership approach you have here in the community?

Interesting. I would like to say that I am a bit like investigator/ connector and then in the community take it from there. I want to be touched. I want to be touched, drop it and then see if they go. Inclusive as well and transformative, I like that!

In theory you have to can make a differentiation of what is a manager and what is a leader...

I totally see what you mean. I actually don't like the term of a community manager. And on a personal level that effects how I see and do things here. But I am really into transformation, personal development and relationships. I am constantly listening to podcasts on how to be a better communicator. I try to bring positivity here and the owner he is on the same page. When the whole covid thing happened we sat together here and talked about our next steps. We decided to share positivity and wanted to be there for our members like sharing posts online, continue to do our community lunch every Wednesday and starting to invite speakers. And we decided (nobody asked) to not charged any memberships until May. But people said that they pay anyway, so that was really sweet of them.

Why would you describe Lisbon as an optimal CW environment? Or are there limitations?

Lisbon is the best place in the world *laugh* The first thing that came to my mind is because it is easy to commute, everything is really close. The reason because I came here is because it is a city that is popping up, companies are coming and growing here. For internationals it is really attractive because you have water and sun here, still staying in a similar time zone. Easy access, also out of a social way.

I think one limitation is that there are a lot of CW spaces and competitors but I try not to see them as competitors because I believe that every space provides something for some people. That is why people have to figure out what is their vibe and I just show and say: This is us, this is how we do things, it is up to you to decide if this is your vibe or not. We try to collaborate a lot. We love *Heden*, we collaborate with *Salt*. (Piece of work – have you talked to them? We created a channel just for community managers in Lisbon). *Hair & tortuous*.

What kind of events you do together?

We have a partnership with the Ericeira one; we created a slack channel so that all of us could support each other during covid and share ideas. Of course not with all of them, but we have our favourites.

How you try to differentiate from other CW-spaces?

I honestly don't know because I don't know what other CW spaces are doing all the time. Honestly but if this what we are doing would not work, we would maybe look it up but the feedback is good and people who are coming here are saying that they like the balance, they feel that they can be productive and that they can make friends an collaborate in the same time. That is what I usually strive for.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	I realized that on that day I was more productive than on all the other days off the week. Me at home it would be myself putting the rules – some days this works and some days it doesn't.
Inspiration for work & projects	I think we both got inspired by creative mornings.
Professional networking	The social aspect helped me to be more productive. what really makes my heart glows is when I am able to be the link between two or more connecting people.
Work collaboration	slack was helping because it created an interest channel. Some just want to be part of some things like [this] but the real value is when they talk personally to each other.
Making friends	But I am really into transformation, personal development and relationships. people who are coming here are saying that they like the balance, they feel that they can be productive and that they can make friends an collaborate in the same time. That is what I usually strive for.
Trustful environment	I just show and say: This is us, this is how we do things, it is up to you to decide if this is your vibe or not
Formal/institutional guidance	Everybody has its own style. My role was to give a little push. In order the community to exist we need to set the tone, I would not say policies but guidelines and I think activities are a good idea to go behind that. I am a bit like investigator/ connector and then in the community take it from there. I want to be touched. Inclusive as well and transformative.
Activities	I think activities are a good idea to go behind that. I thought it is on me that people start talking to each other. (community lunch)
Key – Statement	I see it as sustainable for sure and the Covid situation had shown its value. I think everybody has something to add (...)[The]community is definitely my core value here.

D 3: Interview Transcript Rafaela Serrano – *Avila Spaces*

Date: 12.08.2020

Location: Avila Spaces – Av. da República nº 6 1º Esq, 1050-191 Lisboa

Duration: 43 min

Name: Rafaela Serrano

Gender: female

Age: 29

Co-Work Experience: Since November 2017

Work Sector before: Sociology; Hotel Industry

Position: Client Manager

Because of the proliferation of terms referring to CW, I would first like to know what Co-working means to you (ideas, values, definition?)

For me CW it's like the name itself: working with different people, with a community – not particularly in the same company but the possibility to share ideas with different areas of activity. To not be alone and lonely in the private office and just focussing during the day. It is the possibility to reunion all this things, the opposite to the private office that proceed in the “traditional” way in which companies don't work with each other and don't have the possibility to develop and let grow emotions and synergies. It is focus, energy, a space that offers comfort, you feel at home and you can share ideas with different people & cultures. For that you have the events and a lot more.

How you write it?

All together.

According to your definition, do you consider CW as a temporary trend, a phenomenon (e.g. in big and unique cities like Lisbon) or a sustainable future work model?

Yes it is something that came to the future. We are seeing especially at the moment that all the traditional ways of working they are falling down. And for the companies that didn't believe that working from home, from a CW space just with a private office is the best option they were obliged. We have a lot of requests at the moment from companies that want to close their offices because people work from home, but they want to give an option. Not all people want to work from home, maybe just a few days a week but not the whole so they start to have a mix. Like this they reduce the size of their facilities and they use to start CW spaces.

Do you segment your services? Memberships, different services, different business models, Abos etc. Why?

At the moment the contracts are monthly which provide our clients a lot of flexibility. You can also buy a daily basic but in my opinion this is not worth it. We created another plan which is called “business launch pack of 10 days” that has the same monthly price (150) but you only use when you need it. We have the business-lounge with the hot service (more with a commercial service and limited hours) and the dedicated desks with 24/7 access. At the moment we don't have the flexible desks because of security reasons. The business lounge is for clients that don't use the space every single day, people we don't have such a close relationship with

Why do you think that a Community of a CW space has relevance?

Because of the same reasons that defines CW for me: to share ideas and exchange opinions; to have the possibility to grow their business which is very important. We see a lot of clients with a coffee or wine in their hand during our events that build actively relationships to grow their business. It is not only important for the business, also for ourselves. For example on Tuesdays we have a yoga class that we offer to our clients for a small price. We combine the place to work in a nice atmosphere and comfortable and in the same time you can relax and enjoy.

Do you think your community in specific can be considered as an organization/network?

At the moment I think it is more like a network. It could be different but from my perspective when I compare it with other spaces, Avila is like this.

From a management perspective.....

You have two different kind of people and that's why we have two different areas of activity or facilities. We have this one where we provide and stimulate community and networking, but on a bottom line this space here is more formal and corporate. It is for people that don't want to have the close contact, more like a business centre. The other one is more quiet, confidential. I cannot guarantee that whole Avila is a community because some companies they don't want to be part of it, they don't want to be seen. They are more traditional and want a private office but at the same time they want to have "a chave na mao". Means that if they want to be part of it, they can.

Assuming that your community is both (an organization and a network) which processes need to be reinforced so that members get profitable outcomes?

In here we have a lot of companies they are in the market a long time ago; they want to have a space that let them appear professional and where they have the possibility to invite clients. We do link companies in here, and in the community this is easy e.g. if someone needs other professionals to create a website etc. We have partnerships, it is not us as a service, but start-ups want to have an environment where they can present themselves and share information. We have Avila Connect as an application and at the same time a lot of accountment and lawyer services as partners of Avila that help people to open their company.

Do you think all CW users can be automatically considered as community members?

What I said before, not all of our clients want to be part of it. Not everyone wants to be addressed in the Facebook or WhatsApp group, not everyone comes to our Friday Happy Hour. But you have to consider that our space is really formal.

And if we talk quick about the democratic approach....

We really want that they all come and become part of the community, meaning staying in the space after work and joining activities. If community means just signing a contract, yes all 500 clients are part of but not if we want to have them in our Avila Connect e.g. – They need to give us their authorization.

How do you motivate your community to participate activities/events ?

I think we have a lot of communications. In here this is not my part of work but my colleague she works really well with FB and Whatsapp with small and brief words. But then we also grab their attention personally and say: Common lets go

Regarding developing and the general participation in your community how important do you consider your position?

It is important because I am the first face the people see when they enter our space. The space needs to have a similar energy like me. Everything has align but it is also important that clients are open about their needs. So when I see that they don't fit I advise them something different because it is important that all feel good.

Could you describe your leadership approach?

I think it is nice. We are a team of six women and our CEO is a man. We are all very close to each other and every three months we make a meeting to check if everything is ok and we make a little retreat.

And towards clients?

I cannot involve with people but I try to be close. It is like every relationship so yes you talk, but if you see that they just want their space you have to respect that.

Why could you describe Lisbon as optimal environment for CW communities?

Because you have everything is here. The light of Lisbon is amazing, the weather and in our location you have everything. You are close to the airport, you have banks, restaurants etc. in 5-10min walking distance. It is easier to establish contacts with your clients as well. We have companies for example from Cascais that have their headquarters here because they want to have their business address here.

If no, how you deal with the big competition. How you try to differentiate?

I think what makes us different is the type of space we have: informal but at the same time very corporate.

Do you see any limitation to implement more CW in Lisbon?

Space, the rents and the construction area. Probably the high rents.

What do you think you could improve within the next 2 years?

I think what will happen is that we become even more flexible. No contracts to sign, probably online processes that are easier. It is possible that there is coming up a kind of digital co-working. So you work from home but you log in online into the CW space. It is a bit strange but already in the market.

However this is kind of the opposite of our approach because what they say is that you work from home and have the community at home. But what we really want it's the community in a physical way, something what we can touch.

Do you have any collaborations with CW in Lisbon?

In Lisbon I don't know but we are part of a very large network of offices that is based in London that is called iOffice. We already have this huge partnership around 15 years where we can establish contacts for our clients we have here in Portugal. I think here in Portugal we have one in Porto and another in Acores. Events we run yoga, meditation, Budda and business talks of well-known people, like the president from NOVA. For some things we never have approached to, like plenum with university absolvents what you said.

It is not a huge problem for us but unfortunately our space is really small so when companies want to grow they have to leave us.

Ok, do you have any questions towards me?

No, but I really want to have the results of the study. We have a lot of people like you, but not like this, Parabens. I think your questions and the case you have is different and you are exploring many things we don't know.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	You have to consider that our space is really formal.
Inspiration for work & projects	We have partnerships, it is not us as a service, but start-ups want to have an environment where they can present themselves and share information.
Professional networking	[Clients] are more traditional and want a private office but at the same time they want to have "a chave na mao". Means that if they want to be part of it, they can.
Work collaboration	We provide and stimulate community and networking, but on a bottom line this space here is more formal and corporate.
Making friends	I cannot involve with people but I try to be close. It is like every relationship
Trustful environment	When I see that they don't fit I advise them something different because it is important that all feel good
Formal/institutional guidance	The space needs to have a similar energy like me. Everything has align but it is also important that clients are open about their needs.
Activities	Informal but at the same time very corporate.
Key – Statement	They want to have "a chave na mao" (the key in their hands) Our space is really small so when companies want to grow they have to leave us.

D 4: Interview Transcript Lucy Crook – Second Home

Date: 13.08.2020

Location: Second Home Online

Duration: 43 min

Name: Lucy Crook

Gender: female

Age: 29

Co-Work Experience: 4 years (Second Home Lisbon founded in 2015)

Work Sector before: Account Manager

Position: General Manager

Because of the proliferation of terms referring to CW, I would first like to know what Co-working means to you (ideas, values, definition?)

This is a really interesting question especially regarding second home because we spent the first 4 years where we had a ban internally on calling ourselves a Coworking Space. So it is a market term that people understand what it is – flexible, shared facilities with people you are not used to work with. But we also found from our business positioning point of view that this is quite limiting, there is a package that comes with the term as well. I felt we are much more than a CW space and I felt that when we are calling ourselves a CW space we are pulling ourselves down to the bad sites of co-working. People just coming and going in stick there with their phones in, a quite cheap fit out. It is often born out of people that are part of this growing freelancer class, in Lisbon it is this kind of Digital Nomad. But what is interesting in the CW development globally is that people started off like that, freelance and share facilities and maybe not to spend too much money. And suddenly there are big operators like WeWork who managing offices for companies. So they are receiving benefits to have really flexible work solutions and having a company to look after and outsource all the facility management. All the staff to keep that stat of happy (yoga classes etc.) When we opened other locations we actually realized that we needed to start use the word co-working to actually explain what we are and that everybody would understood. We got more comfortable to use this and it developed more with other players that are a bit more higher end of the spectrum. We always had this thing that we are more than a CW space.

How do you write it?

I think we write it all together.

Why do you think a community has relevance?

Also I think it is interesting to draw out some insights we have being a global business of what community means in different cities or the appeal of it. So e.g. in London what we find (4 sites) it is such a big city, people are less likely engaged as much in community things at their work space because they already feel really occupied, everybody is just on a higher speed and you already find it hard to keep your own friends so you don't want to have more friends so community from that site of things it still happens but in locations like Lisbon where the pace is slightly slower and you have a lot of people arriving in the city without having their built out network is really vehicle. And whenever we do a survey, community is one of the things that

comes out at the tops. Especially during Covid. This is a really important part of the experience here and obviously we are a space to work and community has massive benefits for that as well. Collaboration happens because we introduce people within the community but also because people feel that they are part of a network. So they are much more open as well to networking. It is not like you are pulled in a café, it is people already know each other and they ask “oh, what are you working on” like extending barriers. What we always try is to provide a context or a kind of fertile ground for people to meet so we are not forcing people to meet. We format like secret dinner.

Awesome, you actually answered several of my next questions in one speech. Some of the progresses you mentioned was linking, is there something else you reinforce within your community?

We do a lot of things especially from the business side. Whenever someone new joins our community manager gets their Bio e.g. what they are working on etc. It can be actually really simple, last week someone told me that they are searching a head of marketing. So typically if he wouldn't be in a CW he would be at home researching but I just said – ok let me talk with my CM in LA and in London – 5 or 6 networks he would never had accessed. So I think it just accelerates thing sometimes. E already have such a big network, so this was it from the business end.

Do you use tools?

So this is kind of a good and frustrating thing of CW, it is very human. In the beginning we were small enough to just do human but we did not want to be a lobbying part of thing where you just search someone's skills. We prefer to have a coffee together with understanding. It always have been hard to find the balance in between the human touch and being a bit smarter regarding resources. So we are still working on that to be honestly. Certain things can just be automated, but we really value the human.

We have resident memberships with fix desks; roaming which is hot desking and community which is hot desking but only five days per month. In London we also have private offices spaces. And we have also CW for user who only come one week but they can slot into all activities.

Do you consider all user automatically as community members?

Yeah, they are all members. Because if you are entering second home you are already part of the family and this is part of who we are and I think we even from our enteral business training. You experience which our front desk that makes you feel super welcome and the coffee team who remember what kind of coffee you like, everything is there to show that you are not just like a random person to us.

If we think about the democratic aspect of community, how you justify the different memberships?

Well, if it comes to the core values of the community, everybody has access to it – the introduction; the welcome program, the wellness, the meeting rooms – all of that events and the social site. The only difference with the membership types is where you sit. The co-offering is always the same.

How important you consider your position for the community?

Of course it is really important. I always see myself as the host of the party and it is my job to know everyone. And when I see someone at the event not talking to someone I say – oh you should talk to etc. and it is super helpful and supportive. I think if we build more availability people also come and use it as well. Also I love my role which is really diverse. I can help people to launch their business straight after this one and a guy which is working for the UN in a virtual reality project and showing an exhibition. He wants an introduction from us because we know the culture section and we know EDP. But also helping on the emotional side of the business. Or when someone is new in the city and they don't know where to start.

Why do you think Lisbon is the optimal CW environment?

I think I always saw the possibilities here from the moment on I decided to live here. The job market is moving, with technology towards many wear. It is really attractive for living. I met very ambitious people who are doing interesting stuff so I Covid only accelerated that you don't need an office and you can travel the world a bit.

What do you plan for the next 2 years and how you develop?

I was reading an interesting article about the future of Coworking also regarding Covid. The results are huge shifts in the way you could work: remote working, home office. There was made a study from an university that had a look on this phenomenon and they found out that initiate there was a huge productivity spike and then people started to get unhappy and depressed. If you are home all the time – that is what we found out in our survey – is that people miss the chats they have. We were thinking in the future it might even influence the design of our building so right know we have space for people who work all day but maybe we make space for teams that just come together for a day or week – more event spaces. Even in September we launching more flexible memberships. In London companies are just paying for a space for people they just need a location for meetings.

What do you think about virtual CW?

My CEO was telling me that to just log in via Zoom from home to have the feeling to not work alone.

How do you deal with all the competitors in Lisbon?

We always keeping an eye out there but we don't have so many direct competitors but now there are a lots more. Sometimes it makes me laugh a bit because we have some competitor co-workers who book meetings and then you find out they are big in CW, so cheeky. We are in a unique position because of our location, the design of our space whereas others just have dollar signs in their eyes renting out spaces to a much bigger margin. But they don't have necessary core values, I think we have core values and work with designers. When we do our events we don't not think about the people from Lisbon's ecosystem, we try to find the business leaders in the world to say something.

The access to your library is great....

Roman the co-founder it was basically his idea. The idea was to find things you would usually not read. Lisbon did not know it quite well but during Covid they started and talking even about specific books.

Do you collaborate?

We have such a strong brand, I don't think we'll ever do that.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	(...)I had a look on this phenomenon and they found out that initiate there was a huge productivity spike and then people started to get unhappy and depressed
Inspiration for work & projects	What we always try is to provide a context or a kind of fertile ground for people to meet so we are not forcing people to meet.
Professional networking	We did not want to be a lobbying part of thing where you just search someone's skills. We prefer to have a coffee together with understanding
Work collaboration	We have such a strong brand, I don't think we'll ever do that.
Making friends	Because if you are entering second home you are already part of the family
Trustful environment	Activities, but also helping on the emotional side of the business.
Formal/institutional guidance	I always see myself as the host of the party and it is my job to know everyone. I love my role which is really diverse
Activities	When we do our events we don't not think about the people from Lisbon's ecosystem, we try to find the business leaders in the world to say something.
Key – Statement	Well, if it comes to the core values of the community, everybody has access to it. It always have been hard to find the balance in between the human touch and being a bit smarter regarding resources

D 5: Interview Transcript Manuel Bastos – *Heden*

Date: 18.08.2020

Location: Heden Santa Apolonia – Doca Jardim do Tabaco, Terminal de Cruzeiros de Lisboa - Edificio NE 1st floor, 1100-651 Lisboa

Duration: 37 min

Name: Manuel Bastos

Gender: male

Age: 40

Co-Work Experience: 3 years (Co-founded 3 locations)

Work Sector before: Guest Relation Manager; Cultural Programmer

Position: Co-Founder and General Manager

What is your definition or general understand about co-working?

CW is about sharing resources, a space and a certain mindset of working in a place where you could collaborate with others. You find your concentration and your space to focus but you are surrounded by minded people. You can find collaboration and people to potentially work with, to be friends and to socialise with. It is kind of a glorified office space of the 21th century where people can find company and solace and they do not work alone at home

How do you write it?

I write it in lower case and I can actually alternate. The way to simplify would be low case all letters together.

But you know about the original way to write it...

I know. Actually all our original documents are written with a hyphen.

Do you see it as a phenomenon, trend o sustainable work model?

It is present, the recent past and it is definitely the future – it is inevitable. CW has a broad all in composing definition. Purely and narrowly it comes from shared office spaces. Companies like Heden and many others have become shared office providers, for companies as well as freelancers. In our specific case companies are the vast majority of our clients and revenue. But we still like to call it CW because we are fan of the concept and companies they want to share, and be part of a community.

Why do you think a community has relevance?

It's that thing, there a several angles you can think about. An expat or somebody who just moved to a new city. One of the immediate things, 70percent people would do (I speculate here) is engage to communities. Not only with expats and digital nomads, also to engage in democracy, logistics, home finding and a work space that they can call their own. Most people get completely crazy if they would have to work from home every day. So I think the idea of community for these people it is important to establish personal connections – people became friends, invest and are still best friends two years after. A personal and loving bond, but also

the professional connection. If you think about a company e.g. they are maybe not so interested at first.

So do you think you have to build personal relationships before professional ones ?

Companies tend to relate to people from the same organization. Maybe I am over elaborating on this but I was talking about the social aspect on this. Establishing bonds they will first do it in their own company. But when this is done one by another they will start looking around. Now it is a terrible time to talk about this, but Heden always organized events like film screening, concerts or talks, weekly lunches or after work beers - and these were always high times people get to know each other and this would happen in between companies as well. Automatically the companies that are far away thinking they are not afraid of losing of any of their culture but they understand that they are synergies to be gained by staying in a co-working place. To give you an example: Here we have Ironhack that is a boot camp or a school for young developers learning IT languages. But we also had loggi or Tec haver focussing on digital transformation. To have them here in the space is priceless because they recruit directly to the school. Heden invites thought and industry leaders to make talk about that.

This sounds homogenic, doesn't it?

Well Santa Apolonia has this digital inclination but we have 4 spaces. Depending on the space we have different people doing different stuff, like in Graca a lot of people from the creative industry. In our particularly case we've grown really fast and we had to keep changing our focus. It is easy to keep the community strong and to be a unite of those values if you are present, involve and the glue. But once you start scaling it is getting a bit more complicated. And besides that we have to keep having events, we have to keep to talk to people and to have a digital way to connect them.

What kind of processes you have to reinforce for the members outcome?

Our own values e.g. instance – Heden is a company, we are not a benefit cooperation, we are not a “wecorp” (16:22) but we love to become one or take it even further but we stand for a clear set of values and we make it public. Sustainability, women's discount, being accessible – our features are not revolutionary but they mean something.

Do you also link people?

Yes we try to do it with a personal touch with a human touch, we like to introduce people in the space. Inviting people for lunch or a little coffee is no longer possible anymore but we do introduce the company leaders to each other and establish protocols and do that regularly. Individual we do that organically all the time. We have 4 spaces and only one space has freelancers.

How you would call you're the position of your community manager.

I mean objectively the community manager does not only community management. That would be the equivalent of a guest relation manager in a hotel. They do that, it is a very important part of it but they are also facilitate managers. They are also financial controller of that. Community manager is a broad term that in composes a lot of things and community is one of them. It contains people but on the other hand you have to make sure that the space is running.

Could you please inform me about the memberships you have?

So in Graca we have fix and flex desks. The fix desks are only one week, but the flex desks they can be from half a day up to ... but obviously we advise you to sign the contract as long as possible. And then in the other spaces they basically all have fixed spaces, also in the open space. From 1 month to 2 years. If it is a company we never signed a contract for less than 3 weeks.

Activities?

We are the official partner of the Canadian Banff, that was one of the great events we had last year and we offer tickets to our co-workers. First come, first serve. If you have flex desk you can only use the space during business hours, if you have a fix desk you have 24/7 access

How you deal with competition?

Well, we are aware, we are always on our toes. We do our own thing and we have a clear path and core values that we want to rein firm and deepen. The specialty is we are careful in the type of space we choose to be illuminated, airy, we want to decorate in a way that it is minimal and comfortable. We like the biophilic aspect in a space, be surrounded by plants beside your fellow co-workers.

If there would come a company that actually would not fit, would you advise them to search another place?

We have done that before. If the industry does not fit and it is not the right vibe we do that. Sometimes this is intuitive but we for sure want the companies values align with ours as much as possible that is also why we make our values clear. And when they are approaching they are not just approaching a multinational company that would take anyone, they would approach Heden.

Why do you think Lisbon is the optimal CW-environment?

I don't have to point out points that everybody already know but the quality of life. A beautiful city with still a lot of available space. Feels like a kind of safe harbour in a really strategic incredible position at the edge of Europe. Lisbon is a privileged communication platform to represent Africa and you have the native population that is generally easy going and welcoming and for foreign companies the advantage being cheaper.

Are there any limitations?

For sure the amount of space that has not been converted yet , buildings and warehouses that can be renovated. But you can easily attract people to move because of the weight of the emotional salary.

Can you elaborate?

It is basically everything what your normal salary does not contain like people working in silicon value. Emotional salary is not in my pay check.

Do you collaborate with other CW spaces?

We don't actually, but I have a lot of friends that run or work in other CW spaces. The reason why we don't it is not because we are arrogant about it, it is just because we are busy with our own challenges and we try to grow organically. But we would like to.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	-
Inspiration for work & projects	Yes we try to do it with a personal touch with a human touch, we like to introduce people in the space [but] Heden is a company, we are not a benefit cooperation.
Professional networking	Companies tend to relate to people from the same organization.
Work collaboration	CW is about sharing resources, a space and a certain mindset of working in a place where you could collaborate with others companies that are fare way thinking they are not afraid of losing of any of their culture but they understand that they are synergies to be gained by staying in a co-working place.
Making friends	One of the immediate things, 70percent people would do (I speculate here) is engage to communities (...) to engage personal connections.
Trustful environment	for sure want the companies values align with ours as much as possible that is also why we make our values clear
Formal/institutional guidance	Community manager is a broad term that in composes a lot of things and community is one of them
Activities	Heden always organized events like film screening, concerts or talks, weekly lunches or after work beers We are the official partner of the Canadian Banff, that was one of the great events we had last year and we offer tickets to our co-workers
Key – Statement	we have a clear path and core values that we want to rein firm and deepen(...)for sure we want the companies values align with ours. It is easy to keep the community strong and to be a unite of those values if you are present, involve and the glue. But once you start scaling it is getting a bit more complicated.

D 6: Interview Transcript Vanessa Gonçalves Nunes – *IDEA*

Date: 02.09.2020

Location: ZOOM

Duration: 49 min

Name: Vanessa Gonçalves Nunes

Gender: female

Age: 27

Co-Work Experience: 6 months

Work Sector: Communication Strategist

Position: Member Experience Manager

I started with Idea in March so I don't have a lot of knowledge of it but in any way I have a different context I can talk about and a special experience because of the Covid period.

We came up with a new role for Idea. I understood that the front desk makes total sense in order to understand the community however it did not make sense waiting for other opportunities. Tiliane is doing front desk, Diogo and me responsible for the overall Idea experience. The job role we came up with is called: Member experience Manager.

What is your definition or general understand about co-working?

I think the way we see Cowork and coworking, there are so many things you can find out there and also what really makes a difference. Even when you are in a company you can co-work, you have co-workers. That is where the term started. The idea is that you work together, that you work with someone. Coworking for me is mostly about co-creation, collaboration and all the co-words that are linked to it. And what it summed it up is the community, that is where you end up. I think most of the CW spaces aim to do it but not all of them achieve it. We can't forget that in the end they are companies. It is really hard to maintain a business when you have to focus on this kind of things. CW is booming and everybody is looking for a space to work. You don't have to make a big effort to look for people because they are coming to you.

What comes first (egg-chicken question) Interaction and Collaboration or Community?

This is tricky. You usually start with small communities. The question is how big, where do your community ends? You can make pressure from outside in, or from outside in- you have both ways. As soon as your community is growing, when you have two or three locations like Idea, holding this thing is getting harder every day. You always have some particularities. People will either way feel that they belong to something bigger: that they belong to Lisbon or to Portugal for example. Belonging is something emotional.

How do you write the term?

I write it all together but I was struggling with the same question when I started working. I use more the term Cowork than the action coworking but I usually use Cowork-space and coworking. I also see this written like this more often and that is fine, I don't want to revolutionary anything.

Why do you think working in a community has relevance?

That is the reason why we exist. Idea never was what I learned or felt about the coworking culture. It was not a space created just with chairs and tables. We don't want that people move very often, we wanted to create a space that feels like home. This is the whole idea. It is a community in the first place. Then we have chairs and tables to work because this is the thing, because this is what people in a logical way need. But when they choose us, they don't choose us because of that. We are certain about that and we have a lot of people telling us that when they arrive to the place. There is something they feel about it. People moving around, you start to get to know people. They want to talk to you, doesn't matter if you have a new partner, client or whatever. Some members are even more passionate about IDEA than I am. To sum it up: IDEA wanted to create a community with people that help each other for their business part and that also understood the human part.

The name IDEA, why they choose it? It is connected to the social factors?

In the beginning it was Ideia (Portuguese way to write it) but not because of the meaning of the word. It was an Chronic because all the letters were associated to Human Resources and Psychology. Like a place where you can develop yourself to be successful. Probably sth. more related to Business Coaching. But with time things evolved and IDEIA find itself. We rebrand to IDEA to make it more international – the word and the meaning is easier to understand and related to the community obviously.

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Do you think your community in specific can be considered as an organization/network?

Definitely as a network because things happen without you even notice it. Someone in the end of the day they just and up in the cafeteria and they tell you that someone else just solved their problem.

Assuming that your community is both (an organization and a network) which processes need to be reinforced so that members get profitable outcomes?

You have to do everything that suits the people you deal with. It Is an exercise of empathy and it is definitely all about communication. You have to be a great communicator. CW spaces and these networks bringing to the surface the importance of communication and that is also what drives me. Everyone knows how to talk and to write but not everyone knows how to make clear their intentions and to understand the context. The tools you have in your bag in the first place is that you have to understand who is in front of you and what they need and what are their human needs. Probably they are struggling with sth. So the exercise of empathy is really hard and takes a lot of time to understand it but this is something what machines never can do. If we as humans don't understand each other, how we can teach a machine to do it?

But there is also the offline/virtual part – how you take care of that?

It took me a long time and I am still figuring out what people do and how they do it. My daily basis is to understand and observe the team in order to understand what we can improve. They are the basic tasks like communication platforms and newsletter but this is what I learned and not the part I am concerned about. My main goal is to improve or understand better.

Do you think this is difficult because of your different kind of memberships?

I can't tell you a lot of things about this right now. We have all kind of people yes, but we also want that people are what they are. We don't want them to shape.

Do you think they all share the same ideas or lifestyle?

Oh they are so many different people with different kind of lifestyles. But the values are more transversal I would say. If you work in a CW you have to share basic ideas and values. You have to believe in tolerance, equality and opportunity and building each other – because this is the only way it works. But about the lifestyle and things what people like, you don't have to be all that in one person but you can learn from all of them. It is not just about work.

Do you think all CW users can be automatically considered as community members? If yes, would you say they share a “common sense” (values, vision,...) ? If no, what makes the difference?

Once they enter the community they are part of, even the once who don't pay. We have a FREE PASS right now with which you can join all activities for networking. Happy hours on Thursday for example. We understand what you are looking for and we going to present them to other people. We really care about people.

How do you motivate your community to participate activities/events ?

With our communication managers. We do one and one interaction and we really want to keep this because everybody spends so much time in front of the computer. After this Covid thing this became even more important and people understood it better because of this situation. They will appreciate it more. Our community managers are not receptionists, they have this need to talk to people, how their day is going and how they are feeling.

Don't you think this is getting difficult because you have 3 locations?

This is why we creating our own tools like our App. We are using our newsletter to ask for feedback, the simplest questions will make a difference because you ask them about their preferences.

Do you collaborate with other communities?

Me myself not but Joao our CEO has relations to many of the CW owners and is invited for debates.

Why could you describe Lisbon as optimal environment for CW communities?

I don't know how it is to live abroad but what I lived from our members is that you have something which is accelerated, you have something going on. You can have a better quality of life in comparison to other big cities in Europe. Lisbon has this human factor what we are talking about before. It has all the connection to the entire world. Maybe we are creating a kind of new Silicon Valley because companies are coming really fast.

How you deal with the big competition. How you try to differentiate?

I give you an honest answer, I actually don't deal with it because we are looking in front of us and have also so many things to deal with. We want people to stay so we are not afraid of that other people are doing better. I think we have so much potential and believe deeply in what we are doing.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	-
Inspiration for work & projects	IDEA wanted to create a community with people that help each other for their business part and that also understood the human part. You have to believe in tolerance, equality and opportunity and building each other – because this is the only way it works.
Professional networking	Definitely as a network because things happen without you even notice it.
Work collaboration	IDEA wanted to create a community with people that help each other for their business part and that also understood the human part.
Making friends	It is a community in the first place
Trustful environment	We have all kind of people yes, but we also want that people are what they are. We don't want them to shape. We wanted to create a space that feels like home
Formal/institutional guidance	You have to do everything that suits the people you deal with. It Is an exercise of empathy and it is definitely all about communication. Our community managers are not receptionists, they have this need to talk to people, how their day is going and how they are feeling.
Activities	We have a FREE PASS right now with which you can join all activities for networking
Key – Statement	CW spaces and these networks bringing to the surface the importance of communication You usually start with small communities. The question is how big, where do your community ends?

D 7: Interview Transcript Fernando Mendes – *NOW_Beato*

Date: 02.09.2020

Location: ZOOM

Duration: 01:26 min

Name: Fernando Mendes

Gender: male

Age: xx

Co-Work Experience: 2009 Cowork Lisboa (The Big Issue UK)

Work Sector: Designer & Teacher at IADE , PhD Design

Position: Founder & Community Member

We had to close the other CW Space in the end of 2019 because LX factory now belongs to a group of real estate and they wanted to increase the rent 30%. I said no because CW is not a business like others that can pay that margins. Also I had another business already (NOW Beato) that is doing the same thing, I just worked with my friends. The space is different, we have co-workers from all over the world.

My PhD was about CW and Design spaces. All this is not new but we are forced now to learn always something new. We are always ON and people have problems to sleep at night. We need each other and the human contact.

For sure we need human contact but CW is also a business no?

Simone, don't start like this ... I think you need to liberate all questions because I talk a lot.

What is your definition or general understand about co-working? How do you write it?

My definition that is faster and personal “a house outside the house”/ uma casa for a de casa. That is why I said, it is not business, it is not an office and should not centred just around “work”. Co-working is a new verb. Now for sure all these spaces are already so much more professional but in the beginning it was not more than the living room we have in our house. But there is of course also another one (12:23 – 13:14) that includes everything. It is concentrated on the community and you needed to participate on events. But there appeared some they did not want to participate because they felt comfortable already. These are the best CW in the space.

Uma piada “Co-Die” (13:44) ... we all go to space work, live and die together. I hate everything that has no difficulties or complex structures. But you are right, the word co-working is like an open source. You cannot steal it, but use it for almost everything. One of the first ideas of CW niche was CW just for women – I think this is horrible. We don't need to talk about this but what is obvious in good CW spaces is that they are like a good response of many problems we have in our world at the moment. (15:00) leadership, unemployment and social factors of freelancing that are personal. If a Coworking works well it has a good network. I cannot force that everybody will love it, but I can provide it and there is its possibility to grow in an organic way.

According to your definition, do you consider CW as a temporary trend, a phenomenon (e.g. in big and unique cities like Lisbon) or a sustainable future work model?

Classic question. I don't think it never was a tendency because but it can be not really related to the common life circle: To be born, to grow, to fall and to die. I think Coworking is a bit different and already had many lives. It is not directly business. The beginning happened with the portability of machines and the birth of WIFI. Like the new oxygen of a space. Germany and Holland were really advanced in comparison to others, e.g. like France and Spain where they opened Coworking Spaces around 2010. But these spaces are growing exponentially so we can speak from a movement, not a tendency. In the first 2 years of my Coworking I never got contacted by companies e.g. just by an Online Bank. They always thought that Coworking is a kind of "flower power movement" you understand? With 2015 we began to facilitate. So first movement, then tendency and now the new phase: "Open Source" (22:20) People are faster and understand how to make this happen. But none of these movements had a business plan.

I already spoke with people who worked with companies with WeWork etc. and I realized that the majority of people did not understand despite digitalism that the future of CW spaces is socialism, the community.

But this is not something new. Did you already read "the great good place"? They speak about community places, like we had here in Portugal with these "casas do povo". And they all have certain rules in common: 1. Access is easy, doesn't matter which background or gender you have. 2. You share something with the community for example introducing yourself during a party. And this goes hand in hand with another "rule" of CW – the space needs to have a human size. 3. Free talk (27:20) everything depends on you.

Why do you think working in a community has relevance? I already understood that you think that a CW space is always community without personal limitations, except the physical space to still be able to get social synergies.

Yes. When I got to LX factory with my CW we developed a "human scale" A minimum amount of people but also a limit of the amount of "family members". For other groups there is this limit of 25-30 people, because if not it is really difficult e.g. for the professor to keep the community in space. If not you can rent a space in Lisbon where you have 400 people and you just know the ones you like and the others that make noise. Often I get asked for advice from people who want to open a CW with e.g. just 4 desks and a café in Santos.

Understood, and the open space is important? Because there is always fluctuation and conversations are fluid.

Yeah the CW was like this on 400qm. But the open space was not really an open space because you had a segmentation within the space. For example fix desks and "hot desking", for people that don't have a fix desk or where digital nomads that just need their phone to work. However there is this problem of that people feel disturbed because someone is talking loud but another person who is working really concentrated feels disturbed. So this was my min work during the last years because you know that I don't like what we call "leadership". The word now and its best projects they are "leaderless". We are distributes and the whole internet is "leaderless" because nobody commands it, autonomous organized mostly.

Ok, I have an essential question. I understand that a community can be auto-organized. But don't you think that in order to make that work we need to have all the same values? And unfortunately this is a paradox to my personal idea of a diverse space.

You don't need the same values, they can be totally different. I already had CW members I had nothing in common with, not in politics, not in music. But there are just a few basic rules. It is the same when you go to a café in Lisbon, you will meet people you like or don't like but you still respect the social rules of the place. The most important thing is just that everyone feels comfortable. When you have many different people with cultural backgrounds and perceptions, you e.g. will define the temperature of the air conditioner? I think everybody should be in charge to change the temperature but also be able to negotiate with others.

Ok, but this appears more like "first serves first" and not the democratic approach to meet half way, for example choosing the likely average temperature.

Sure. But at least Fernando was not the big boss. Because when I did this I had problems every day. I don't want that people argue and say "If you don't like it, please talk with the boss".

I think the structure of the communication is the key but also the tone e.g. Non-violent-communication. That everybody understands what means communication and its rules in general.

Yes, but this is difficult. For sure the medium line and the red line are important. I can still say if someone comes to my place who is a fascist that I don't want him to stay because this is hitting the red line. But this just happened 2 times in 10 years. I said: It is not you who is not welcome, but your ideas aren't. They are not align with the space and the values I am running here.

I agree but I ask myself, who is the person at the top then to make this transparent, to make people understand?

If you go on Google you'll find many statements of me that I believe in "leadership servidor" what is a term from my friend Rui Marques. Who are these people? People like Mandela or Ghandi,.. (46:50) It is a leader who is serving to the needs of others, like reverse engineering. You start from the basement.

Like Agile Coaching? When you don't try to solve a problem top-down or in a line, more in multiple autonomous organized groups...

Yes. This is a complex thing and interesting to analyse how this is autonomous organized. You speak a lot of collaboration, and the new form is collaboration within the mass. Very interesting but also dangerous because of anarchy.

I think even if there is anarchy, there is always a form of leadership. Like during evolution because structures of selection will be build automatically. Because we all want to survive and be different as individuals.

True but we are not animals. They have divided leadership. It is really similar to our "online" organization because there is nothing single or individual. We follow, we share, we like ... horrible because it is stigmatised.

What about the virtual Coworking?

I think we need to find another name for that, because this is not Coworking. You cannot change the core like that and still talk about the same thing, because it is not. The accusation the same like in the last years. Just because we are online we don't combine things, we also need to be there physically. The more radical opinion of CW is that CW spaces are environments of "reactions" of the virtualisation of the world. The liberty of everyone can or wants to be in the space.

I have many things now in my head, e.g. the article "The big business of loneliness". And also the fact that there are brands out there which try to differentiate and not identify themselves directly with the term "Coworking" like "Second Home". Is this the future, that everybody finds its own way?

We already spoke about the term itself. I think the fact to open a space and to say "we are more than Coworking" is more like a semantic form of marketing. Like a superior form of the market, when I hear this I have to laugh because everybody is creating their own space. I could also call my space "Space do Fernando". And in my space for example I don't want to lead, I want to participate.

Ok, so you don't feel a real competition because you think that everybody is different?

Yeah, I think it is a bit stupid to talk about competition. There are spaces that are really professional yes, but I prefer to have this personal experience.

How do you motivate your community to participate activities/events ?

I think first of all it is important to understand that there is nobody who doesn't want to participate in anything in the community. I don't use this word so often to be honest because I think this always refers somehow to the amount of people and their availability or not. They have the option to feel excluded. Nobody talks about someone in the way "hey, this guy never participates".

Do you have a collaboration with another CW-space or organisation in Lisbon? Events?

Always, and I think I have a big advantage to be the grandfather of Coworking. (0:03) I think it needs a lot that I do not keep sympathy, although I am genuinely not. We are all friends and I have more people that want to do the same than the other way round.

Why do you think Lisbon is the perfect Coworking environment?

I think the place is perfect for the culture we want to grow here. It is a really open city.

We are all equal but we are individual no? I saw this offer on your page that for a certain age range you offer discount. But what you think for example about something like women discount?

I have my difficulties with this. The age offer is something that made sense for me and I also had great results with that. The big surprise were probably the old people. But with the other thing: You already understood that I am a feminist. (01:08) I worked more with women that have this great capacity of empathy and leadership. I feel more pity for men and I would offer them a discount.

But if we talk about the official numbers we are not equal....

Yes you are right, especially when we talk about salaries. But I think this is changing. There was another meeting once with women who worked in the CW area and more than a hundred came. But they had another purpose, it was a really nice event.

When we already talk about separation, what is about the segments of the memberships, isn't it a paradox to the democratic approach of a community?

For sure. I was always for Flex contracts that you are for example just part of the big body Lisbon. However, this is not paying the rent, what my wife understood better than me. That is why we find the compromise of hot desks and fix desks, where you also can leave your stuff.

Yes, and I also heard about new forms like a "Free Pass" with which people are just able to enter the space during community events etc.

Yes, but this is a marketing action. They hope for more subscriptions. But I can tell you that during the years I often had people who did not pay anything, just because they maybe could not at one point. I rather helped them to make more money in the end. Sometimes I made business with them, persons like you that helped out in the space.

I understood another thing today regarding community development. There is not only collaboration in between the members because they are offered things, there is also the opportunity of collaboration or involvement e.g. with people like you that help others on their personal path.

Yes. One of my answers why I opened Cowork Lisboa was also: "I am a designer". I understood that I have to create another form of design after the crises.

Human design...another form of creating relationships.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	But the open space was not really an open space because you had a segmentation within the space [because] there is this problem of that people feel disturbed because someone is talking loud but another person who is working really concentrated feels disturbed.
Inspiration for work & projects	They always thought that Coworking is a kind of "flower power movement" (...)
Professional networking	There are spaces that are really professional yes, but I prefer to have this personal experience. If a Coworking works well it has a good network.
Work collaboration	I rather helped them to make more money in the end. Sometimes I made business with them, persons like you that helped out in the space

Making friends	You don't need the same values, they can be totally different. I already had CW members I had nothing in common with, not in politics, not in music.
Trustful environment	I was always for Flex contracts that you are for example just part of the big body Lisbon. The most important thing is just that everyone feels comfortable.
Formal/institutional guidance	I believe in (...) a leader who is serving to the needs of others, like reverse engineering. I think everybody should be in charge
Activities	I think first of all it is important to understand that there is nobody who doesn't want to participate in anything in the community
Key – Statement	In my space [...] I don't want to lead, I want to participate

D 8: Interview Transcript Inês Segurado – *Lacs*

Date: 07.09.2020

Location: ZOOM

Duration: 35 min

Name: Inês Segurado

Gender: female

Age: 34

Co-Work Experience: 13 months

Work Sector: Marketing & Comms Specialist Deloitte

Position: Head of Marketing LACS

In my old job I was really bored, to work in a place where you cannot express yourself that much. This job is really different and really cool.

What is your definition or general understand about co-working?

CW is an area in which you get people from different sectors and industries as well as different backgrounds. Usually they work for themselves or a company that does not provide offices and they decided to work not from home. The experience from Lacs is they are Digital Nomads or Freelancers. (however 90% of the space are rented to enterprises!)

How do you write it?

Altogether, lower cases because this is the way.

According to your definition, do you consider CW as a temporary trend, a phenomenon (e.g. in big and unique cities like Lisbon) or a sustainable future work model?

I see it as a future work model and also there are a lot of companies that are going to convert to be in a Cowork Space. But I think the majority of Portuguese people they don't feel comfortable yet to work in a CW space.

Why do you would recommend then people to work in a community, why it has relevance?

First of all, you have the network. You don't only network with your colleague next to your table. You also walk around and you can change your daily routine. In personal terms you have the advantage to work from 3 buildings, means more networking.

Which processes need to be reinforced so that members get profitable outcomes?

We need to improve our networking in a way that closed e.g. Portuguese people are more open. We do Happy Hours etc. but we also include Slack. It is possible to talk with us without going to the reception. But Covid is a challenging time.

So you really believe in the autonomy of the community? What ideas you all belong to?

Communication and Creativity (link Innovation) and everyone belongs to the same community.

But even when this is obvious there have to be some kind of rules?

Of course we have rules but they are basic social rules right? We don't tell anyone do this, do that. I am not sure if I understand the question because the same way you behave in your house you should behave in a CW space. We have guidelines but I think they are obvious and we did not have any kind of problem yet and we never had to ask someone to leave.

How many members do you have at the moment?

1500 in all three locations.

Do you segment your services? Memberships, different services, different business models, Abos etc. Why? How this fit into a democratic community approach? Is profitability more important?

Most of them are private studios and offices. Then we have a small amount fix and flex desks and at the moment we are improving when it comes to the numbers of our virtual offices. You have your company address, we are doing this since the beginning but it became more popular the epidemic time. Fix is monthly and in terms of flex you can be here for one day, a week or a month.

How do you motivate your community to participate activities/events ?

We do internal and external events, except during Covid times. And what we also do is we rent the space for companies that rent the space for launch of products, workshops or Christmas parties.

You are a big team no?

We are 15. For each building we have one community manager and two assistants. Then we have the marketing, fiancé and operations team.

Could you describe your leadership approach? (transformative, transactional, positive etc.

I think it is more direct. Decisions are made in team and then we communicate to our members yes.

Why could you describe Lisbon as optimal environment for CW communities?

Good question. The good weather. I think it is the balance of professional and private life. You have 5 years of mass tourism and also in the way of start-ups. However we are here still a bit late in comparison to other countries but here you have still many opportunities.

If no, how you deal with the big competition. How you try to differentiate?

The thing is, there are a lot of CW spaces but there are just a few direct competitors like for example Idea, Avila Spaces, Second Home and NOW (recently). The thing is because we have

big enterprises the people tend to split this from the original Cowork approach but I think you are right, there you can also “Co-work”.

Any form of CW Space that is totally different or you would not consider in the same branch?

The ones we visit are more similar to us or do business in the same way. But for example some Hostels like Selina’s offer CW as well. I don’t disagree with what they are doing it is just different. The places are really nice – there is no bunker with 2 people working in a Bunker.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	
Inspiration for work & projects	Communication and Creativity (link Innovation) and everyone belongs to the same community.
Professional networking	you have the network. You don’t only network with your colleague next to your table. You also walk around and you can change your daily routine. [But] we need to improve our networking (...)
Work collaboration	
Making friends	
Trustful environment	We have guidelines but I think they are obvious and we did not have any kind of problem yet and we never had to ask someone to leave. [However] the majority of Portuguese people they don’t feel comfortable yet to work in a CW space
Formal/institutional guidance	We are 15. For each building we have one community manager and two assistants. Then we have the marketing, fiancé and operations team. I think it is more direct. Decisions are made in team and then we communicate to our members yes.
Activities	We do internal and external events, except during Covid times
Key – Statement	[Autonomy of the community] works through communication and creativity (link Innovation) (...)

D 9: Interview Notes: Teresa Tavares – *Outside*

Date: 08.09.2020

Location: Via e-mail

Name: Teresa Tavares

Gender: female

Age: 27

Co-Work Experience: 2 years

Work Sector: Human Resources

Position: Community Manager > Lisbon's Operation Manager

What is your definition or general understanding about co-working? How do you write it?

To me, Coworking is a mindset that describes the future of work.

A co-working is an excellent alternative to those who have the freedom of choosing their daily office. A space that gives you the opportunity of being surrounded by like-minded people with the same ideology, a chance to network and chat about different experiences, life paths and job skills.

According to your definition, do you consider CW as a temporary trend, a phenomenon (e.g. in big and unique cities like Lisbon) or a sustainable future work model?

I believe that is a sustainable future work model. I think people are more productive and happy, it's very important the environment that surrounds us during our work day since we spend so many hours there.

Why do you think working in a community has relevance? Do you think your community in specific can be considered as an organization/network?

From my experience, I understand that it is very helpful to work in a community that is inspiring, optimistic, encouraging because it will help us to grow, be curious, ask questions, and know other perspectives. We learn a lot from each other, so yes, I consider it as a network.

Assuming that your community is both (an organization and a network) which processes need to be reinforced that members get profitable outcomes?

Create a space that will appeal to everyone to stay long periods, do events, meetups, conferences, or game nights for co-workers to meet and interact, high-speed internet, 24/7 open space, fully-equipped work area...

Do you segment your services? Memberships, different services, different business models, Abos etc. Why? How does this fit into a democratic community approach? Is profitability more important?

We are a coworking cafe, so we divide our space in 2: coworking and cafe. You can stay in the cafe for short periods however if you decide to stay longer and work we invite you to buy our passes. There are 3 options: daily, weekly and monthly. As soon as you buy one pass, you immediately become an Outside member and you'll have access to our perks. We also work with groups, if a company would like to do meetings/team-building/etc in our space, we can rent our 2 meeting rooms. More important for us is to build and grow our Outside community in each location where we are.

Do you think all CW users can be automatically considered as community members? If yes, would you say they share a "common sense" (values, vision,...) ? If not, what makes the difference?

No, at least, if you want to make a difference it's not that easy. It takes more than a space to create a community. There's a lot of work involved to make people feel welcome and part of something.

How do you motivate your community to participate in activities/events ?

Create events that match with their needs and expectations, give them unique experiences that they will remember and share with other people, choose a time that the majority of people can go, make them feel part of something.

Regarding developing your community, how important do you consider your position?

Very important, I feel that I'm a person who's empathy, with good listening skills, and adaptability and that's crucial to promote a favourable impressions of Outside.

Could you describe your leadership approach? (transformative, transactional, positive etc.)

I think it's more transformative, positive leadership.

1. Push my team out of their comfort zone.
2. Provide a level of transparency.
3. Meet my employee's needs.
4. Listen to any concerns my team may have.
5. Set a good example.

Could you describe Lisbon as the optimal environment for CW communities?

If not, what limitations do you see to implement the CW model?

If yes, what do you plan to improve internal and external CW within the next 2 years?

Yes, I think so.

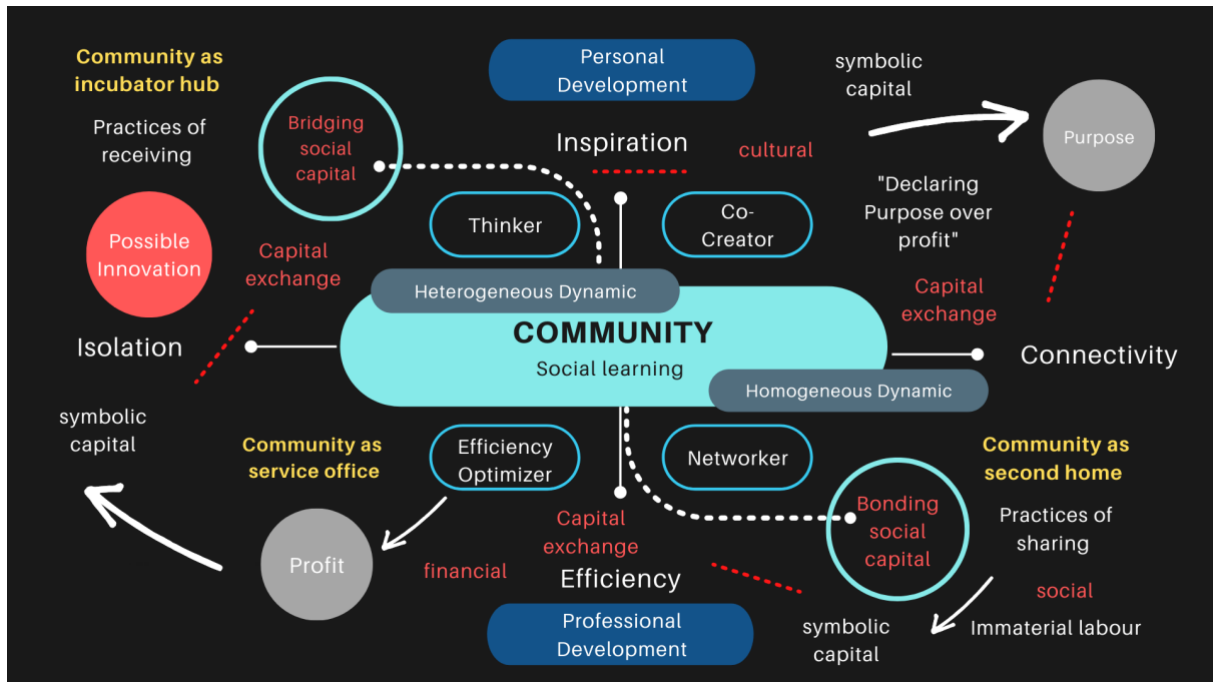
Do you have a collaboration with another CW-space or organization in Lisbon? Events?

Yes, we do.

Transcript in brief, linked to the survey (Q4):

Attribute	Statement
Working without distraction	I think people are more productive and happy (...)
Inspiration for work & projects	I understand that it is very helpful to work in a community that is inspiring, optimistic, encouraging because it will help us to grow, be curious, ask questions, and know other perspectives.
Professional networking	-
Work collaboration	-
Making friends	-
Trustful environment	the environment that surrounds us during our work day [is very important] since we spend so many hours there.
Formal/institutional guidance	<p>I think it's more transformative, positive leadership</p> <ol style="list-style-type: none"> 1. Push my team out of their comfort zone. 2. Provide a level of transparency. 3. Meet my employee's needs. 4. Listen to any concerns my team may have. 5. Set a good example.
Activities	(...) events, meetups, conferences, or game nights for co-workers to meet and interact
Key – Statement	It takes more than a space to create a community; make them feel part of something.

Appendix E: Community Eco-System



Note: This chart was developed on the foundation of Josef & Back's (2016) member-type findings (thinker; co-creator; networker and efficiency optimizer) within the four dimensions (isolation; inspiration; connectivity and efficiency). The author implements value and capital dimensions in combination with network theory, naming the researched and most adequate terms of CW-communities related to their members and practices. However, completeness was no intention – the author suggests this transfer as a starting point for future research.

Table 4: Ranking CW-community assets (Q4)

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Working without distraction	1.00	8.00	3.23	2.36	5.58	44
2	Inspiration for work & projects	1.00	7.00	3.55	1.79	3.20	44
3	Professional Networking	1.00	8.00	3.32	1.59	2.54	44
4	Work-Collaboration	1.00	8.00	5.05	1.68	2.82	44
5	Making friends	1.00	8.00	4.73	2.23	4.97	44
6	Trustful environment	1.00	7.00	4.07	2.24	5.02	44
7	Formal / institutional guidance	1.00	8.00	6.93	1.75	3.06	44
8	Activities/Events	1.00	8.00	5.14	2.01	4.03	44



Table 5: Ranking of CW-community assets, sorted by gender (Q4/D2)

Male							
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Working without distraction	1	7	3	2	4	25
2	Inspiration for work & projects	1	7	3	2	3	25
3	Professional Networking	1	8	3	2	3	25
4	Work-Collaboration	2	8	5	2	3	25
5	Making friends	2	8	5	2	4	25
6	Trustful environment	1	7	4	2	5	25
7	Formal / institutional guidance	1	8	7	2	3	25
8	Activities/Events	2	8	6	2	3	25
Female							
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Working without distraction	1	8	4	3	7	19
2	Inspiration for work & projects	1	7	4	2	3	19
3	Professional Networking	2	6	4	1	2	19
4	Work-Collaboration	1	7	5	2	3	19
5	Making friends	1	8	4	2	6	19
6	Trustful environment	1	7	4	2	5	19
7	Formal / institutional guidance	2	8	7	2	4	19
8	Activities/Events	1	8	4	2	3	19

Table 6: Identification of the experts

Letter	Name	Nationality	Position	CW Community
A	Anni Sopp	German	Community Manager	<i>Wood</i>
B	Mariana Nepomuceno	Brazilian	Community Manager	<i>Resvés</i>
C	Rafaela Serrano	Spanish	Client Manager	<i>Avila Spaces</i>
D	Lucy Crook	English?	General Manager	<i>Second Home</i>
E	Manuel Bastos	Portuguese	Co-Founder	<i>Heden Lisboa</i>
F	Vanessa Nunes	Portuguese	Member Experience Manager	<i>IDEA</i>
G	Fernando Mendes	Portuguese	Founder & Member	<i>NOW</i>
H	Inês Segurado	Portuguese	Head of Marketing	<i>LACS</i>
(I)	Teresa Tavares	Portuguese	Lisbon Manager	<i>Outsite</i>

Table 7: Crossover Survey Hypotheses and Interview Findings

Hypothesis	Validated or Supported by	Disproved by
H1	Finding 1	
H2		
H3		Finding 4 & 6
H4	Finding 3	
H5	Finding 3	
H6	Finding 3 & 4	Finding 6
H7	Finding 4	Finding 1
H8	Finding 1, 5, 6	
H9	Finding 5	
H10	Finding 5	
H11	Finding 4 & 6	

Table 8: Prioritisation of trust, sorted by participants identified leading roles

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Host/facility manager	1	7	4	2	5	22
2	Community-Manager	1	7	4	2	6	26
3	Community-Leader	1	7	4	2	5	8
4	The community itself	1	6	4	2	3	9
5	Nobody	6	6	6	0	0	1